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PUBLIC RELATIONS JOURNAL

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The Place of Public Relations In the Organizational Chart . . . . . *Robert Van Riper*

Company Publications and Politics . . . . . *Leslie Avery*

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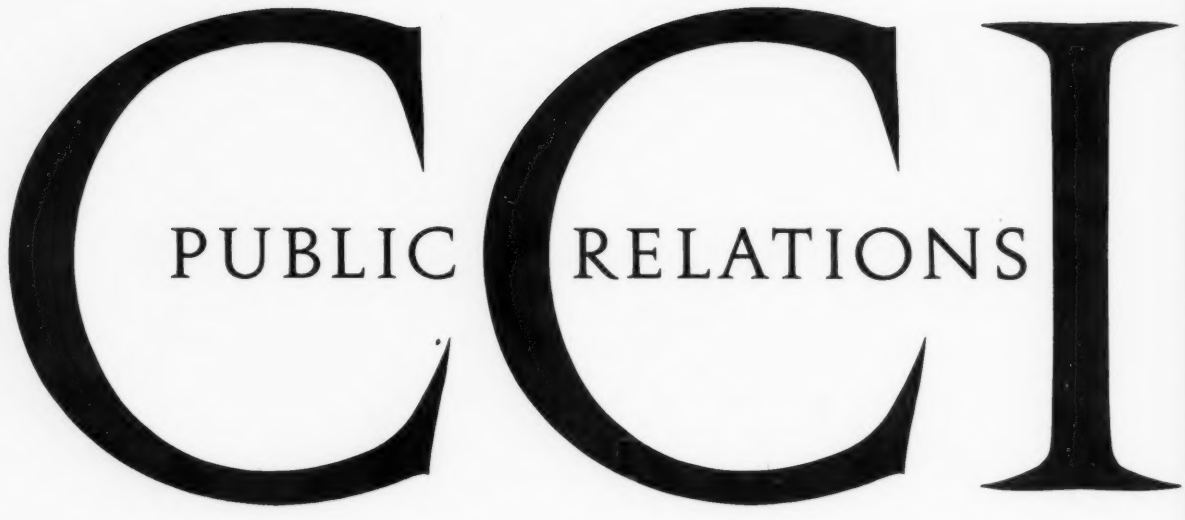
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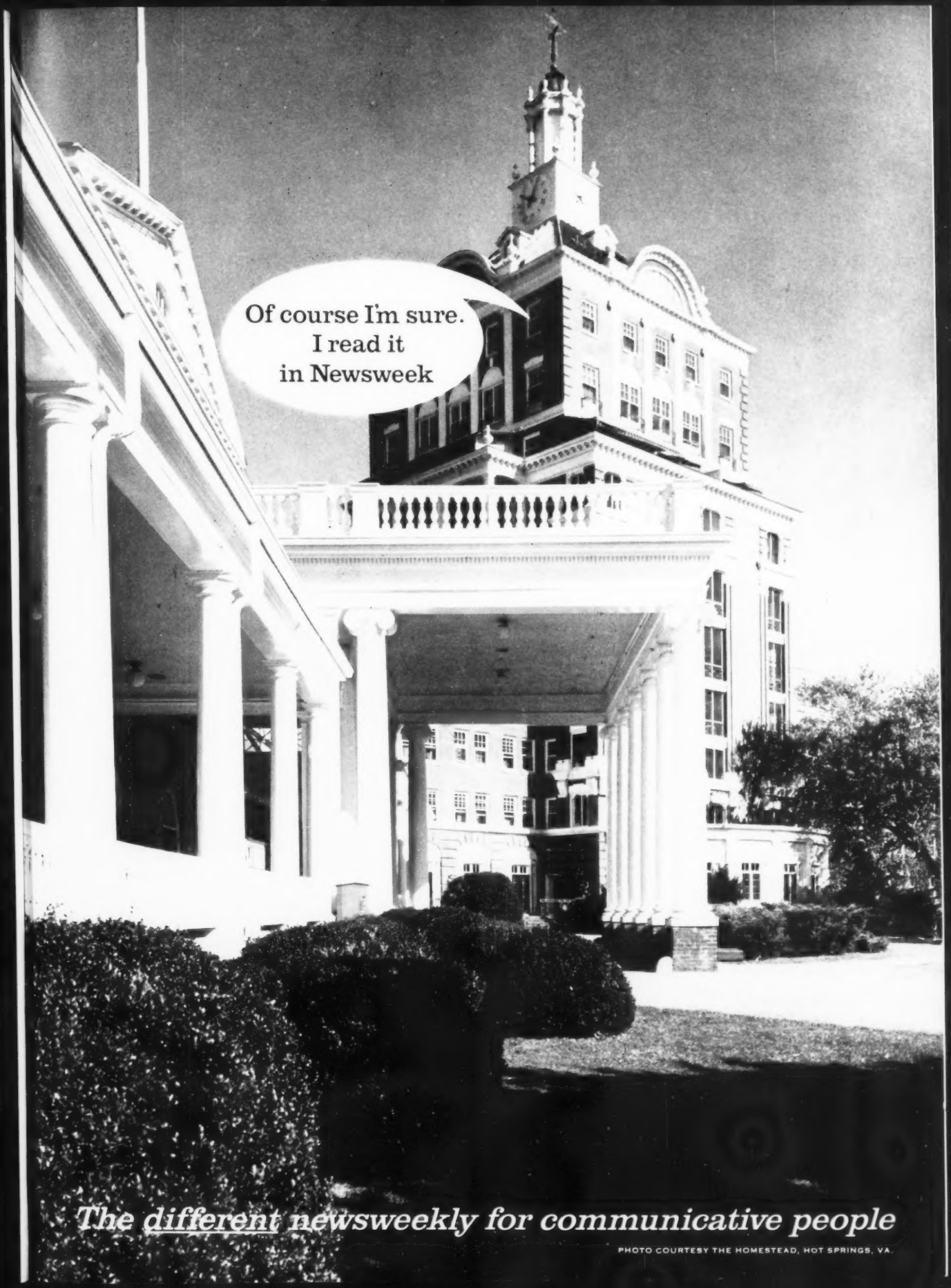
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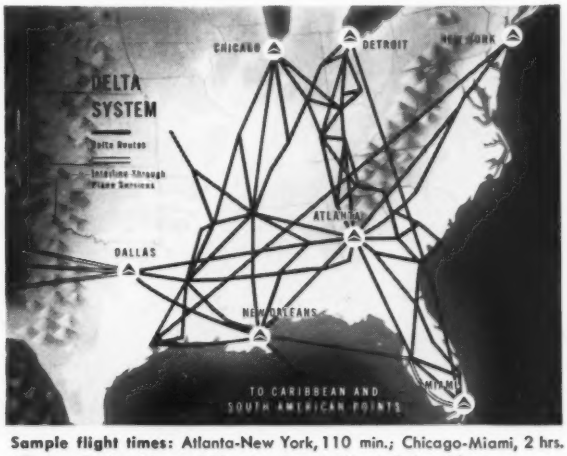
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A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE

PUBLIC RELATIONS JOURNAL

VOLUME XV NOVEMBER 1959 NUMBER 11

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AN ANNOUNCEMENT TO THE READERS OF THE PUBLIC RELATIONS JOURNAL

For the past twelve years the *PUBLIC RELATIONS JOURNAL* has been fortunate in having volunteer Society members serve as Editor. To these men who have contributed a great deal of their time and talent without any financial reward, I wish to express our heartfelt gratitude on behalf of the Society.

As a result of their dedication and tireless efforts, the *JOURNAL* has shown continuous growth in size and scope. The volume of work performed by the Editor has increased proportionately to the extent that the Society feels a full-time editor should be employed and compensated for his services.

It is our pleasure to announce that Verne Burnett, who has served so capably as our volunteer editor for the past year, has accepted this position as Editor of the *JOURNAL*.

Editor Burnett, for fifteen years senior partner in the New York public relations firm of Verne Burnett Associates, is leaving the counseling field to devote his time to editing and writing. His wide range of previous executive positions included the following: Vice President—Public Relations, General Foods Corporation; secretary of the General Motors Advertising Committee; director of advertising, Cadillac Motor Car Company and as an editor of various magazines and newspapers.

The Society welcomes Editor Burnett to this position and hopes that its members, as in the past, will continue to contribute constructive suggestions and articles to the *JOURNAL*.

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Editorial

LOOKING AHEAD TEN YEARS

● A basic public relations program should look ahead for many years. Built around such a foundation come the short-term projects — many of them day-to-day — designed to help to reach eventually the distant, desired goals.

Following this line of thought, the 12th National Conference of the Public Relations Society of America in the beautiful Hotel Fontainbleau, Miami Beach, November 4-6, has as its overriding theme the course of public relations for the next ten years. We analyze, study and chart the challenges of 1960 to 1970 and plan how we hope to face up to them.

During the Conference we also dig deeply into current and workaday problems. We get valuable information and new ideas. We find inspiration and learn of new approaches and techniques. We enjoy the fellowship of other practitioners in our field and compare notes with them.

The opening ceremonies will consist of a call to order by PRSA President Carroll R. West, a welcome from the Honorable D. Lee Powell, Mayor, City of Miami Beach, and greetings from Hank Meyer, General Conference Chairman, and Edward Whittlesey, Conference Program Chairman.

Erwin D. Canham, Editor, *The Christian Science Monitor,* and President of the Chamber of Commerce of the United States, gives the keynote address, "The New Frontiers of Communication."

After Mr. Canham concludes his talk comes a discussion on "What Kind of World in the '60's?"

Then we move into our world at closer range. John L. Fleming, Chairman of the PRSA Executive Committee, introduces Martin Gainsburgh, chief economist of the National Industrial Conference Board.

Continuing in the mood of exploring both long range and current subjects, five meetings will function at the same time for discussions by groups with specialized public relations interests. These cover counseling, corporate problems, education, health and welfare, and trade associations.

On the second day Lt. General R. C. Wilson, United States Air Force, speaks on "The Challenge and Opportunity for Public Relations." Other addresses cover such subjects as propaganda; professional leadership, and public relations in a free society. The speakers respectively are Charles M. Hackett, W. Howard Chase, and Henry J. Kaiser, Jr. A panel discussion follows.

At the annual luncheon, President West presents presidential citations and chapter charters. PRSA Vice President Kenneth Youel then gives an address.

After this luncheon comes the Annual Membership Meeting of the Society. Then, at the Annual Banquet, PRSA citations are given.

On the final morning of the Conference the program consists of the popular Trading Posts. The techniques for this feature have improved from year to year. This time the more than 30 large tables seat not more than 20 persons apiece. A different phase of public relations is discussed at each table—and nearly every important factor regarding public relations is explored.

An International Luncheon closes the Conference. Kenneth W. Haagensen, PRSA President in 1958, presides. W. J. Sheridan, President, Canadian Public Relations Society, and F. Sanchez Fogarty, President, Asociacion Mexicana de Profesionales en Relaciones Publicas, extend greetings.

Rein Vogels, former President, Public Relations Society of the Netherlands, delivers the address.

One important note—in addition to Society Members and Associates, *everyone* who has an interest in public relations is cordially invited. Many of those who come will bring members of their families.

The public relations field has some tough problems to solve and many great services to render. At the Conference we give these subjects a thorough going over—both from the standpoint of our daily work and also for the whole next decade.

* * * *

This issue of the JOURNAL contains an unusually large amount of editorial material.

We continue with our series about the relationships of public relations with the principal media of communication. This month we explore what improvements we can make in serving the editors of magazines. The material originates with what editors themselves told the author of the article.

Word-of-mouth provides one of our most powerful channels for conveying ideas and information. This subject gets intelligent analysis in November.

Another article comments on the place that public relations should occupy in a corporation's organization chart.

Other offerings include thoughts on proper and effective uses of company publications in the political arena; the status of college and adult education in training for public relations careers; a discussion of public relations consulting functions and activities; book reviews and short features.

All in all, we feel that any public relations practitioner who reads such material can find it to be highly rewarding. ●

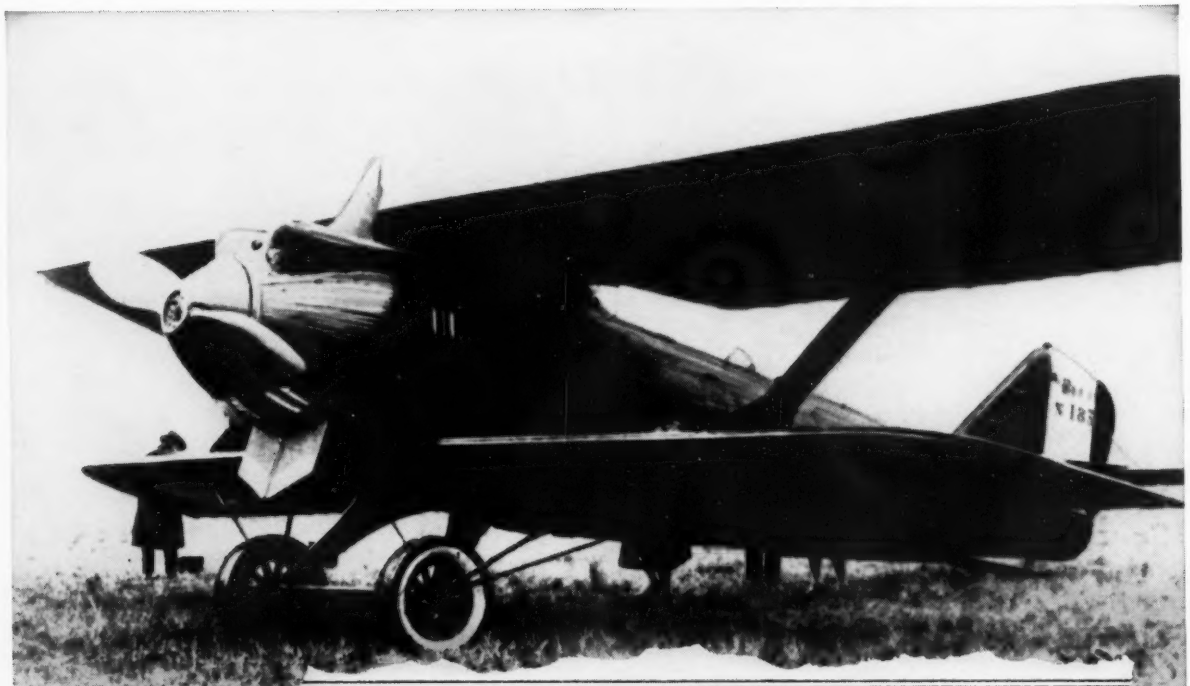


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Placement of Public Relations Materials in the Magazines

By Arturo F. Gonzalez, Jr.

● The magazine continues as a highly important medium of communication and American public education. Practitioners of public relations are justified in the large amount of time, talent, energy and expense they expend to place features, news items and pictures on the pages of the hundreds of general and specialized magazines which Americans buy.

Sad but true, however, much of this effort, time, talent and money is wasted. Magazine placement for some public relations professionals remains somewhat of a puzzle. This point of view is the result of a lengthy series of conversations with a cross section of the magazine editorial world. These editors feel that at the heart of the mystery is the inability of some public relations professionals today to understand the real needs of magazines and their readers.

When the fairly typical public relations man acts as an *information officer* providing data for a *querying* editor, he is usually quite effective. "The time I most like working with a public relations man," one editor said to me, "is in that ideal situation when *I* want the story and the public relations man and his client want it, too. In such cases we almost always get along fine."

But problem situations can arise even here, if the public relations man insists on being the third party to every interview. Or when, in some cases, he asks for a revise if his client is not described in sufficiently glowing terms by the editor. Generally, though, public relations men handle the feeding out of information very well.

Where they fail

Where they fail most often is in the handling of *unsolicited* ideas for editors. Most editors resist the public relations man who promotes his client too energetically. Some public relations men have earned editorial black marks for being too often on the phone with small talk and for frequently sending too many releases in the mail —wasting time, talent and money.

Let's not blame the public relations man too much. Often the fault lies with his client. In some cases the client may feel that radio and television placements are hard to get. The client, however, sees many magazines on the newsstands every day. He notices some of his friends, business associates and competitors mentioned in these magazines. Naturally he thinks *this* kind of placement is more easily obtained and expects his public relations man to get such placement for him.

The resulting effort reaches the magazines in several ways. For instance, there is the telephone channel. Hardly a day goes by without the editor receiving phone calls from public relations people saying something like, "Now, how about this for an angle . . . ?"

"I had a girl call me from a leading beverage company the other day," said an editor of one of the top business monthlies. "She obviously didn't know anything about our publication, but she urged me to do a story on the head of the firm because he was 'a nice guy and worked his way up from the bottom'. Now, how could I do a story with just that as a peg?

"A week later I found that her boss had recently returned from Russia and had hobnobbed with Khrushchev while selling capitalism for all he was worth. If this girl had only mentioned THAT to me I might have been able to do something with the story."

Press releases

Then there are the press releases. Neatly folded, stamped correctly, even delivered by hand, they pour onto editors' desks. "I usually can tell from the very first line or two of a release whether it's worth reading at all," said a woman's magazine editor, "and frankly quite a few aren't."

And there are the "press conferences." Press conferences are sup-

Continued on Page 12

● ARTURO F. GONZALEZ *works in both the promotional and editorial worlds. He has served on the promotional staffs of TIME, FORTUNE and LIFE magazines, and is currently Advertising Promotion Manager of the International Editions of the* READER'S DIGEST. *Shortly after his graduation from Brown University in 1952, he began free-lancing, selling some 100 articles to the New York Times Sunday Magazine, Ladies' Home Journal, This Week, Cosmopolitan and more than two dozen other magazines both here and abroad. He is an officer of the Society of Magazine Writers, a member of the Society of American Travel Writers and has been a frequent lecturer on creative writing at The New School for Social Research and New York University.* ●

PHOTOS COURTESY OF THE MAGAZINE PUBLISHERS ASSOCIATION



CONFERENCE OF MAGAZINE EDITORS AND EDUCATORS on "Purposes of Education in the American Democracy" was held last year in Harriman, New York. Co-sponsored by the Magazine Publishers Association and the National Education Association, this conference was designed to bring the latest thinking on education subjects to magazine editors.

posed to be news gatherings at which worthwhile news is announced or feature material suggested. Sometimes solid news is missing. Commented a leading consumer magazine editor, "Many public relations people don't realize some of the facts about the magazine business. Refreshments and entertainment are not sufficient reasons to gather journalists in a crowded ballroom unless there is real news or features to be had."

Regarding articles sent to magazines, a large number of *completed manuscripts* make the rounds from some public relations firms to editors. As every regular magazine writer knows, these manuscripts seldom are likely to get placed. It's something like sending a randomly-selected suit of clothes to an editor in the hope that it will fit.

Every magazine today—even the broadest circulation publication—has an image of its audience and of what its audience will and will not read. Each magazine painstakingly creates its articles specifically to suit the tastes of this audience. *Redbook*, for instance, feels its *family* audience is largely concentrated between the ages of 18 and 35. *Family Weekly* says its *family* audience is mostly in small towns. *Suburbia Today* believes that its *family* audience is concentrated chiefly in the suburban areas around the major U. S. metropolitan markets. Here are three principal *family* publications, each with a different concept of the type of families it reaches, and each demanding specific types of magazine articles for these specialized audiences. Only the very exceptional unrequested article is going to suit all three of these publications, and yet some public relations firms may send essentially the same manuscript to all three magazines in the hope that one or another will accept.

Another mistake made by some public relations people revolves around the "exclusive to so-and-so" slug on articles or outlines. How many of these are really "exclusive"? They may be exclusive in the sense of rewritten wording. But the editor looks for distinctive ideas as well.

If I have indicated that the public relations man has a problem in winning the respect of magazine editors, perhaps I should examine some of the ways he can *help* editors and writers produce excellent magazine articles.

Undoubtedly the easiest way to work with magazines today is through a picture story. A picture is either good, mediocre or bad. If it's a really good picture the magazine probably will want it. Otherwise, not. To mention a rather extreme case, if you can show a football player stuck by his helmet to the cross bars of a goal post with a non-breakable glue (in *LIFE* Magazine several months ago) you can undoubtedly reach the pages of one of the major magazines with minimal trouble.

Continued on Page 14

how do you weigh opinion?

One way is to ask pointed questions of people whose opinions count. For example, to ask business leaders: "Which of these companies would you invest your money in... which would you recommend as good places to work?"

On the premise that a businessman would reveal his true *appraisal of a firm—the "image" it presents to him —in his answers to these questions,* NATION'S BUSINESS *recently posed them to representative groups of top executives... all subscribers to* NATION'S BUSINESS.

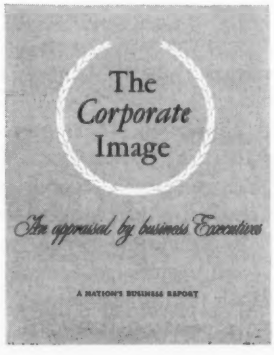
Their appraisals of typical companies in important segments of industry are in a new NATION'S BUSINESS *Report: "The Corporate Image". Copies are available on request.**

how do you sway opinion?

The best way of course is to sell the many through the influential few. And in every community, it's the business leaders who are the most influential men today. They're the people others listen to. Men who, once convinced themselves, can most strongly influence their fellow citizens.

And NATION'S BUSINESS *has strong influence with the men who influence public opinion: the men who own America's business... 750,000 top executives whose influence is felt in every branch of industry and commerce. For example, 267,000 are in manufacturing, processing, raw materials, utilities, communications, transportation and construction; 116,000 in finance, government and the professions; 53,000 in wholesaling; 312,000 in retailing and services. And better than 8 out of 10 own all, or part, of their companies.*

And they are not only business leaders but civic leaders who head up drives for local improvement... serve on governing boards... help shape national policies at the local level. In short — whether you want to build a corporate personality... influence public opinion... spark legislative action... or simply sell a product — they're the kind of men it's good business to make a good impression on... in NATION'S BUSINESS.



Nation's Business

711 THIRD AVENUE, NEW YORK 17, NEW YORK

* For your copies of "The Corporate Image"... an appraisal by leading business executives of companies in 7 important segments of industry, write today.



DANIEL D. MICH, Editorial Director of Look, presents the Benjamin Franklin Magazine Awards Gold Medal for distinguished and meritorious public service by a magazine during 1957 to Popular Science magazine, represented by Editor Howard Allaway.

If you're trying to get a manuscript accepted, however, there are other standards to be met. The basic criteria of a good magazine article are usually that it should be of national significance, contain elements of struggle, conflict, contest and/or drama, and finally, entertainment, primarily through narrative and anecdotal content. Obviously the simple biography of a company president, the description of a new product, or details of a company's year-end report don't often qualify. You should have much more before you are entitled to approach a national magazine editor.

It's all right to talk to an editor, but most editorial placements today are group decisions. The editor usually shows your idea to others. Quite obviously, you make it easier if you give him a 1- or 2-page outline of your idea as a tool to submit to his editorial board.

Source cards for editors

The sending of source cards to an editor is also very helpful. If he has a ready file of cards showing where he can get information on specialized subjects, he will be likely to come to you if and when stories develop which have tie-in value for your client.

Study the magazine market. What's good for one will not be good for all. Moreover, don't be a *follower*. When an editor prints a story about a new washing machine, he is often solicited after publication by others in the business with a competitive washing machine account. The point here is that this editor, having published one washing machine article, is the least likely prospect to do another article on washing machines for quite some time.

Another thought: suggest your article not always to the magazine's headquarters offices but through a branch office. Local bureau men for publications like *TIME, NEWSWEEK, U. S. NEWS or LIFE* have vast geographical areas to cover. They earn their raises and promotions by submitting plenty of good ideas and material. Usually being alone in their territories they don't always have access to as many ideas as their headquarters-city confreres. Try a bureau man with your next idea and see if perhaps the reception isn't more resultful where the competition for his office time is less strong.

When you do submit a suggestion don't be impatient. Good ideas sometimes sit for quite a while in an editor's office before they are accepted. This is editorial stewing at work. Be firm in telling a client that development of an idea and the placement can take weeks, months, and even years.

Finally, consider approaching the magazines through a third party. Some public relations experts who are writers themselves give commercial ideas to their literary agents and the agents discuss the most interesting of these with editors in trying to line up asssignments for the writer-public relations man.

Then there is the free-lance writer himself. The free-lance writer is a highly professional and comfortably paid member of the magazine calling. He is a businesslike writer and he manages to produce, in the course of an average year, approximately 50,000 words of copy which are read by tens of millions of people around the world.

Of the 16,000 Americans who list their activity as "author," there are just a few hundred who make their livelihood as magazine free-lance writers. Perhaps not more than 250 Americans earn their entire incomes by writing non-fiction for magazines. However, this small body of men and women turns out between one third and one half of the articles that appear annually in the mass consumer magazines.

If you consider only the articles that are most important to your clients—the industry story, the business success story, the personality profile, medical and welfare articles—then the importance of the free-lancer to you looms significantly higher. Take a good look at the by-lines on articles about business, travel, clothing, human relations, mental health and community welfare in the top magazines. You will find the same authors'

Continued on Page 16

Want to address the world's largest press conference ...every week?



Sound's like a corporate press relations man's dream, doesn't it! Imagine 45,000 newspaper and wire service people, top syndicated columnists, by-line favorites on important news magazines . . . all assembled to hear the significant news about your company! Picture, if you will, 98% of the nation's managing editors, 96% of top newspaper publishers and managers, plus literally thousands of reporters, departmental editors, columnists, feature writers . . . the world's most important molders of public opinion . . . exposed to your corporate story, the news of your industry or product.

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names repeating themselves again and again. These people are the hard core of the free-lance fraternity and pipeline *you* can use.

Many editors use the free-lancer as an article scout; they expect the free-lancer to see public relations men, to sift out the best ideas and to bring in what seems to be worthwhile. You can, as a rule, see an editor only briefly. But you can have the free-lancer's undivided attention for hours if a fine story is in the offing.

Reaching the free-lancer is relatively easy. The Society of Magazine Writers represents approximately 160 of the top non-fiction writers around the country, and their names, addresses, agents and specialties are all listed in the Society Directory which is available from its 520 Fifth Avenue, New York City address for $1. The Society also maintains a Referral Service which will put interested public relations people in contact with writers who are looking for free-lance assignments, at no cost for the referral.

Of course, not all free-lancers are members of the Society and you may find it profitable just to develop relationships with those writers you already know. The Society of American Travel Writers, the Science Writers, the Author's League and other groups all have competent journalists on their rosters. Wherever you find him working, the free-lancer can be of real help.

No fee for listening

It's important to note the free-lance writer does *not* expect a fee from the public relations man for *listening* to ideas. He expects his remuneration to come from the magazines.

This is not to say that you cannot employ the talents of a free-lance writer. If you have a company booklet, a house organ feature, or a speech which needs writing, the experienced free-lancer is usually willing and able to do a good job for you on a fee basis. When it comes to magazine articles, the free-lancer is ethically bound to accept payment from the magazine.

Recapping briefly, the editor's view of some public relations men today is not enthusiastic. This is not a condemnation of every public relations man by any means. Many do fine jobs —particularly those who have magazine editorial background. The names of several highly-placed firms and individuals crept into every conversation which I had with editors. These men earn universal editorial respect for their ability to size up the needs of the magazine and to present article ideas which fulfill these needs—ideas which only secondarily serve the specialized interest of the client.

The pressures upon public relations men are great—sometimes unreasonable. But the pressures upon the editor of a large publication are equally great. It is only by hard thinking and the proper presentation of carefully selected material that the mutual pressure on both the editor and the public relations man can be relieved with the appearance of an article which makes good sense from the reader's point of view.

And it is, after all, the *reader* who must eventually be served if the article placement is to be a successful one for *every* party involved. ●

Our Gift for Your Library...

PR *Background of* RD

The book "Of Lasting Interest" is, in fact, the story also of the editorial and human background of The Reader's Digest and how it has grown to be the world's most-read magazine. It was originally written for the Christian Science Monitor, by James Playsted Wood, well-known free-lance writer.

If you haven't received your copy, or if you want additional free copies, just send us a note.

Sterling W. Fisher
Director of Public Relations

THE READER'S DIGEST
Pleasantville, New York

伸びゆく鉄道

(Meaning: Progress on Japan's railroads!)



In Japan, the government encourages railroads to modernize and expand.

For the Japanese know that strong railroads are the sinews of an industrial nation today — essential to success in the fierce economic rivalry for the world's markets.

As Japan has aggressively promoted its railroads, the nation has grown in economic strength since the war. Freight traffic increased some 90% from 1946 to 1956 — and over-all efficiency has gone up with it.

* * *

In the United States, by contrast, the government appears indifferent to the strength and stability of the railroads while it promotes and encourages the railroads' competition.

Railroads are burdened with discriminatory taxation — while their competition uses highways, waterways, and airways built and maintained by the government. When we handicap our railroads, we promote inefficiency, high costs and high prices. And all America is the loser.

* * *

The railroads of the United States ask no special favors. All they ask is equality of treatment — and the opportunity to compete *on an equal basis* — to the benefit of the public.

The nation's railroads are its greatest transportation asset. They should be given a fighting chance to show how much they can do for America.

ASSOCIATION OF

AMERICAN RAILROADS

WASHINGTON 6, D. C.

The Forgotten Medium—Word-of-Mouth

By R. H. Blair

● Many public relations practitioners are overlooking an important medium for informing and influencing the general public. Word-of-mouth, like other media, can result in obtaining a more or less predetermined effect. Although plans and budgets seldom call for inclusion of this medium, it usually gets into the picture with haphazard application.

Most communication scholars divide their field into three areas: oral communication, the printed media, and the electronic or mechanical media. The divisions may have been caused by the three main historical periods of communication. First came conversation, then Gutenberg's printing press and the printed word, and during our generation came the advent of television to join motion pictures and radio in the building of a new era in communication.

Oral communication

The public relations programmer often budgets large sums for brochures, magazines, newspapers, house organs, industrial films, radio and television. His plans thus usually call for the use of only two of the areas of communication and the almost complete ignoring of the third—oral communication. However, his program, if it is of any size or breadth, will inadvertently use the spoken word to inform, influence, or persuade his publics.

Perhaps a secret in our field is that it is an impossibility to reach a true saturation. No matter how widely or how often we circulate a message there remain large segments of various publics who are not reached or informed. Then, too, of the many who are informed by a message, many do not become convinced.

Some groups are influenced most by the printed word, some by the electronic media, and some by the spoken word, but all groups are not influenced adequately by any single medium. A combination of the three areas of communication is required to even approach what may be termed saturation. Perhaps just as important is the balance of the combination of media.

Too often a practitioner worries more about having refreshments offered to visitors at a company open house than what the guides tell the guests on tours. Or, as another example, he devotes his time and energy to writing news releases for his corporation's annual meeting instead of working with the chief executive on the speech to the stockholders.

We should not forget that the spoken word influences. The practi-

FEDBACK OF COMMUNICATION is always present and desirable. The listener feels closer to a communicator because he can speak up in support or disagreement and receive an immediate answer or response. Here President Eisenhower speaks to Congress.



tioner can control many of the factors which will determine whether or not the resulting influence is favorable. Preventive public relations can be compared to preventive medicine.

A public relations practitioner must have an awareness of the difficulties inherent in communicating. Language, whether written or spoken, can be employed ambiguously. Through careful editing, the practitioner can, for instance, correct the loaded words and statements in a prepared speech of a corporation's top executive.

Although there are many areas where the public relations practitioner may utilize oral communications, he often shies away from the situation Public speaking need not be feared, although it certainly deserves the respect of a loaded gun. Study of the medium will reduce fear by increasing understanding.

When presented with a communication problem, we must first decide how we are going to get our message before the public. Which medium is most effective for our cause and message? Every medium is different, and there is a large group from which to select.

A quick glance at some of the research facts about oral communication may at first discourage the prospective public speaker, but deeper study reveals many rich areas. Studies have shown that the vast majority of the nation's adults listen to talks on the radio or television, especially during a political season. Yet, less than a fifth of the adults attend any type of public speech during a year. Such public speaking reaches the fewest people of all the mass media. Yet those attending public speeches are usually from the higher educational levels and are likely to have influence on others.

Although an individual attending a public speech may be a civic-minded businessman or an active club woman, researchers say such persons are also more susceptible to the printed media than individuals from the lower intellectual strata. The printed media is also preferred over the spoken message for the conveying of complex material.

However, members of groups generally are more susceptible to attitude

UNITED PRESS INTERNATIONAL PHOTOGRAPH



WORD OF MOUTH: Disarmament talks at Geneva in the Palais des Nations held in June of this year.

change through oral communications. This method is superior to alternative media when the problem is the recall of a message after a delay of from five days to five months. If immediate recall is desired, oral and visual presentations appear to be about equal in effectiveness.

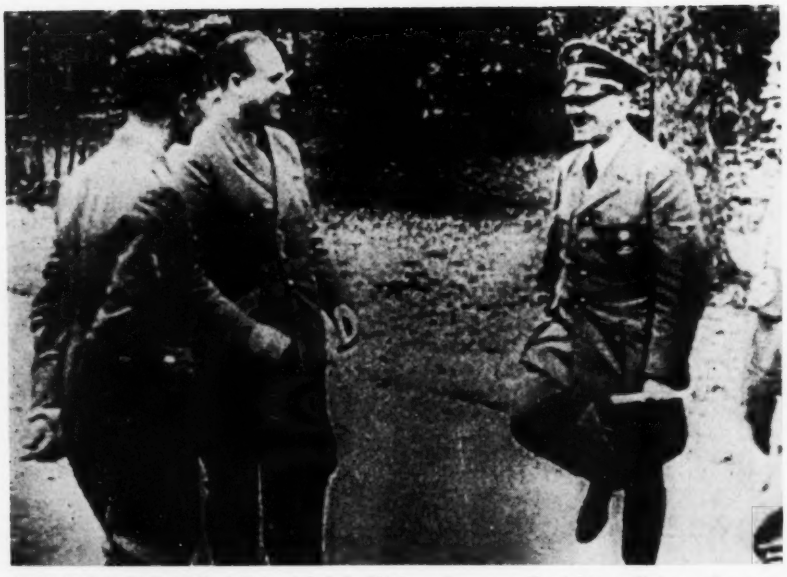
Oral vs. visual

In various experiments oral communication has proven to be superior to the printed media and the electronic media. Of course, the more senses utilized, the greater the effect of the presentation. Thus, lecturers and teachers have turned to combined forms of oral communication with charts, exhibits, and pictures.

The sound of the human voice has a strong social significance when the listener is faced with the speaker. We spend a great deal of time in our daily routine exchanging oral communications with individuals in small conferences or meetings, and we are thus accustomed to this medium.

For those who doubt the effectiveness of mass persuasion through the use of oral communication, reflect back some 20 years when a former paper hanger almost talked himself into the conquering of the world. Perhaps Hitler and his followers were stopped by the determined voice of an Englishman who spoke of fighting on beaches, in the streets, and on the hillsides.

Continued on Page 20



TWENTY YEARS AGO Adolph Hitler almost talked himself into the conquering of the world, but the determined voice of an Englishman who spoke of fighting on the beaches and in the streets played an important part in halting him. Shown here, the "victory jig" danced by Hitler after signing a peace treaty in 1940 with France.

These men were generally believed by their followers. A large portion of this effectiveness stemmed from the power of speaking directly to their people. Those attending the speeches became much more excited over the ideas presented than those who listened by radio at home or read the words the following day in the newspapers.

The feedback of communication is always present and desirable. The listener at a speech feels closer to the communicator because he can speak up in support or disagreement and receive an immediate answer or response. However, the television listener has few opportunities to voice his opinion of a program—he buys a certain brand of cigarettes or may write a nasty letter to the sponsor. The relative ease of feedback in various media often determines the effectiveness of a medium.

Standard Oil of New Jersey and many other corporations have been taking advantage of this presence of direct feedback in oral communications by using a two-way discussion method for employee education. Foremen and supervisors are being trained to discuss matters with individual employees. In each company the foremen are becoming the true voices of management since each one is presenting the same messages from management.

In contrast to our own use of oral communications in this country, Bolshevik thought and practice continue to place heavy emphasis on daily face-to-face contact between the masses and representatives of the party. They use oral communication as a fundamental instrument of mass communication. In the U.S.S.R. such communication is referred to as "personal oral agitation."

Available evidence indicates that the U.S.S.R. regularly maintains a force of approximately two million agitators, and this force has been expanded to three million for party elections. Each agitator is constantly seeking out small groups to which he can pass on the words of the party.

In oral communication, as in other forms of communication, effectiveness depends on who is saying what and for what reason. If the receivers obtain satisfactory answers to their questions, there is effective communication. Only with trust in the originator of a message will the receiver be convinced or persuaded.

The effectiveness of oral communication depends on other factors which are the same for other media. Such points must be considered as the prestige of the source, motivation, logic, emotion, simplicity, analysis of the receivers, etc.

The basic principles of communication are much the same for all media, but the techniques for each medium are different. As a mass communicator, you must know these various techniques and methods so that you can use each medium as effectively as possible. Oral communication should only be used when applied properly.

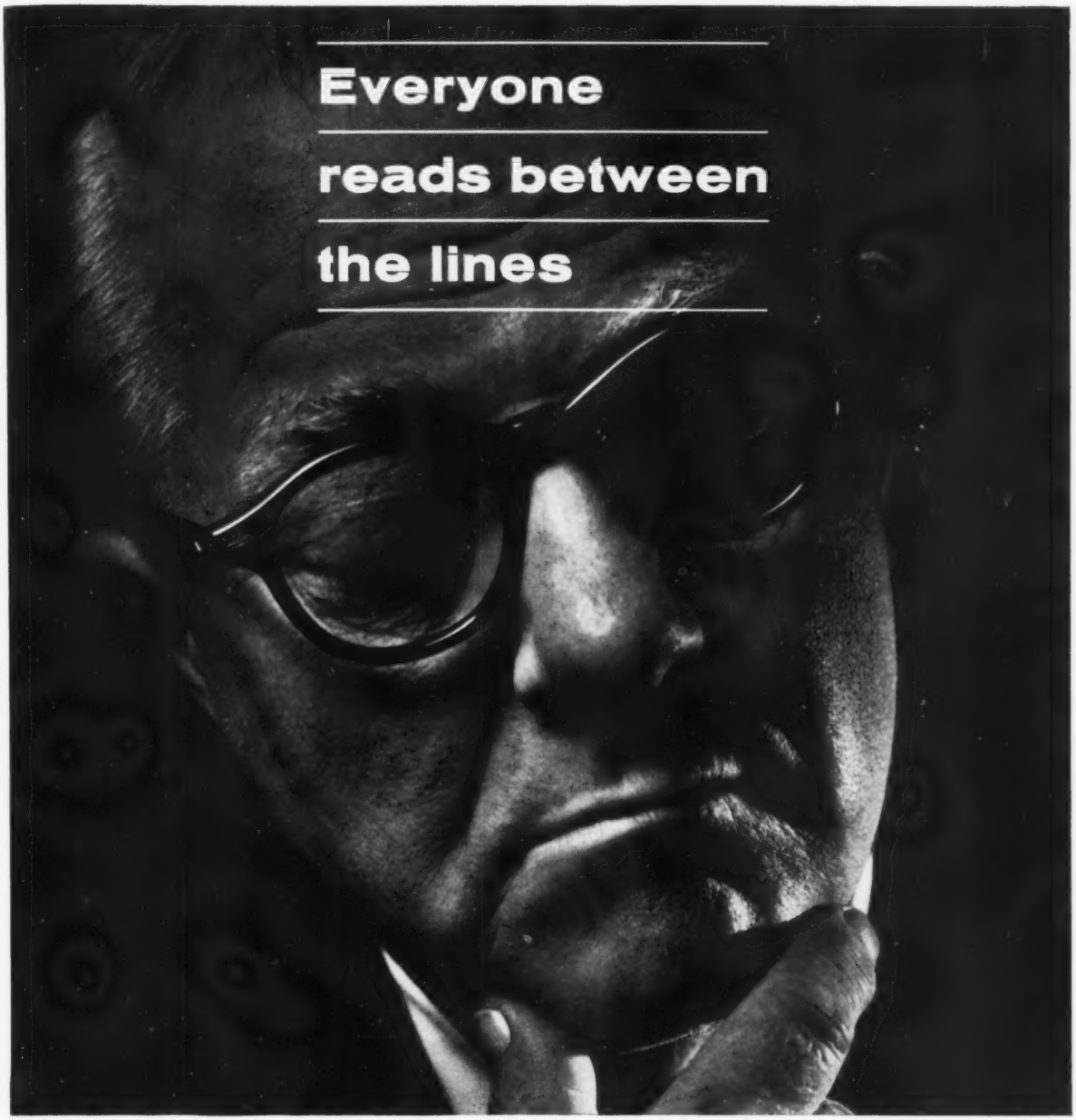
You learned to write by reading and writing. You can learn to speak more effectively by listening and speaking. Or, as you may do in other forms of communication in which you personally are not specialized, you can bring in outside help. There are men who have specialized in writing speeches and coaching speakers.

With the training and experience of a competent staff, the public relations director can add depth to his programs through the use of oral communication. There are numerous areas where it will be more effective and less expensive than other means.

The spoken word in mass communication is just one drop in a large bucket. However, this facet if used properly, can become that large drop which will cause opinion to grow in the favor of your cause. ●

• *Educated at Culver Military Academy, Kent State University, and Columbia University,* R. H. BLAIR *has studied both public relations and communication. He is presently an instructor of oral communications at the U. S. Army Information School, Ft. Slocum, N. Y., a service school for officers and enlisted men in public and troop information work.*

He was formerly employed as a writer for the Macon (Ga.) TELEGRAPH, *as a newsman with the News and Special Events Department of the National Broadcasting Co., and on the public relations staff of the Firestone Tire and Rubber Co., where he produced and directed several motion pictures on auto racing and tire making. He is a member of Sigma Delta Chi journalism fraternity.* •



This is a stockholder reading a financial report: This man sees more than words, figures, and pictures. Unconsciously he is *reading between the lines* . . . looking for the subtle implications that support the claims of the company, or cast doubt upon them. He is also influenced by the character of the printing. Does it show respect for his intelligence and good taste? Whenever a company shows respect for the reader . . . that company will win respect in return. *Respectful printing must begin with a good printer.* See him early. Most likely he will prefer a Warren paper, because he will get better results — and so will you.

Warren's
HIGH STANDARD

printing papers make a good impression

S. D. WARREN COMPANY, 89 BROAD ST., BOSTON, MASS.

THE PLACE OF PUBLIC RELATIONS IN THE ORGANIZATION CHART

By Robert Van Riper

● In the days when public relations was regarded by many as a nostrum for business ills, there was but one suitable place for the public relations director in the table of organization: just below, but not too far below the president or chairman, reporting to him alone.

As public relations has built a record of achievements, its claims have become less sweeping. But most practitioners still contend for the privilege of reporting directly to the top—as in fact many of them do. Experts in management organization, on the other hand, are busy seeking ways to streamline the chain of command. The question persists: where *should* public relations fit in?

Flexible and adaptive

Happily the corporation is a flexible and adaptive organism, capable of assuming the precise form that suits its purposes best. It would not entertain the proposition, if any one were to advance it, that every company should have the same number of vice presidents, or that salaries and perquisites of all presidents should be equal. It is not surprising then to find many presidents resisting the notion that public relations directors always should report directly.

Some, of course, have not "got religion" where public relations is concerned, and so keep it in a subordinate role or ignore it altogether. Some sophisticated managements, however, have decided upon careful analysis to subordinate public relations to certain other functions. Their choice often is marketing or industrial relations. And in most such cases the reasoning should be clear, even if not entirely satisfactory to the public relations director.

If corporate form is to follow function, it is apparent that there can be no blanket rule as to where public relations should be pegged on the organization chart. The individual company's need is the only valid determinant, and need must depend on the nature and size of the company, the kind of business it is in, the competitive conditions with which it must cope, and the ways in which public opinion may affect its operations.

Reassuring cliche

One of the most reassuring cliches of the public relations fraternity is the reminder that whether you know it or not, whether you like it or not, you *have* public relations simply by virtue of existing. However, only the naive will maintain that the need for professional public relations personnel exists to the same extent and in the same ways in every company, in every industry.

While practitioners generally agree that the most effective arrangement is for public relations to report directly to the chief executive, it is worth a few moments to examine the reasoning some companies follow in combining public relations with other functions.

Harry A. Batten, chairman of N. W. Ayer & Son, Inc., told the Association of National Advertisers more than 20 years ago that a company's most important public relations representative is its product. The product, he said, goes everywhere, meets everybody, and is judged by many people. This is a clue, too often overlooked, to the proper place and emphasis of the public relations function.

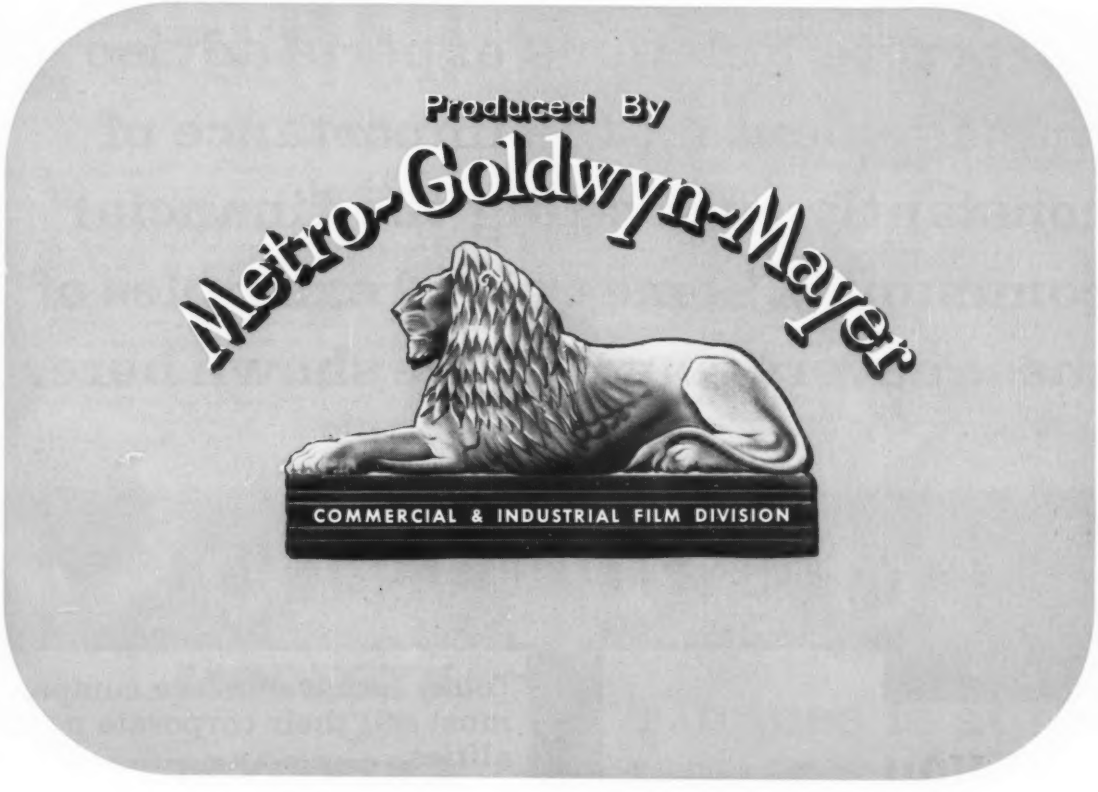
For a manufacturer of packaged goods the public relations role of the product is quite different from what it is for the maker of steam turbines. It is apparent that for the former the corporate image depends very largely on how the product performs, how it is advertised and how it is merchandised. The product reaches out into millions of homes, making millions of impressions every day. In the case of the turbine manufacturer, however, there may be but a few hundred people in contact with the product, in a position to translate an impression of the product directly into an impression of the maker. Public opinion concerning the company then may depend on its reputation as an employer, the role it plays in its plant communities, the worth of its securities, and other factors.

For a service organization, such as

Continued on Page 27

● ROBERT VAN RIPER *is Public Relations Staff Supervisor, N. W. Ayer & Son, Inc., Philadelphia. Born in Mt. Vernon, New York, Mr. Van Riper was educated in New York City public schools and at Oberlin College (B.A. degree, 1945). From 1946 to 1950 he was with Edward L. Bernays. He was a public relations representative with N. W. Ayer (New York) from 1950 until 1954 when he joined the Philadelphia branch. Mr. Van Riper is the author of A REALLY SINCERE GUY, a novel about public relations published in 1958.*

NOW! A RECOGNIZED SYMBOL MARKS THE FINEST IN FILMS FOR COMMERCE AND INDUSTRY



More than just a trademark, this is a hallmark for the finest in film-making. When it appears on an industrial film, it is the accepted symbol of creativity, quality, dependability. It means that ideas, words and images have been projected to their utmost effectiveness.

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Money is what the corporation is all about. Sponsored by Barron's, advertisements featuring leading Corporate Relations experts advise management on the importance of constantly cultivating the financial community. Some typical examples of these advertisements are shown here.

YOU CAN ONLY DECIDE WHAT KIND



by Arthur Foristall, *Senior Partner*
Arthur Foristall & Co.
Los Angeles, California

Financial public relations is any corporation's primary public relations undertaking. The securing of investment funds makes all other corporate activities possible. Thus, a corporation cannot decide for itself whether or not it wants financial public relations. It has them in spite of itself. They are either good or bad. All that management can decide is what kind of financial public relations it will have.

Favorable recognition in the financial community can assist your company in:

Increasing the loyalty and confidence of present stockholders.

Attracting new stockholders.

Limiting the ability of "raiders" to take over.

Helping maintain a fair price for securities through knowledge of a company and its activities.

Providing a better base for mergers or acquisitions.

Increasing the ability to borrow funds.

Securing better terms when arranging corporate loans or selling securities.

"Today, as never before, companies must sell their corporate personalities as aggressively as they merchandise their products."



By GILBERT E. BUSCH
V P., Director of Public Relations
Albert Frank-Guenther Law, Inc.

"The complete corporate story must be told to the entire financial community through every possible means and media, for, sooner or later, most companies need additional capital to produce more goods, to tool up for new lines, to better their competitive position. New financing is then initiated and the resultant offerings face real competition in the capital markets.

"Which securities will be favored? Usually those of well-known companies respected for their stature and achievements. This is frequently confirmed by the fact that shares of fine but lesser-known companies often sell at a lower price-times-earnings ratio than the stocks of companies that have done a thorough job of merchandising their corporate identities.

"The capital market wants to learn the facts about your company ... from your advertising, from your public relations activities and from every other channel of information.

"Tell the complete story to all and then you will achieve the total corporate impact."

IS YOUR PICTURE UP-TO-DATE?

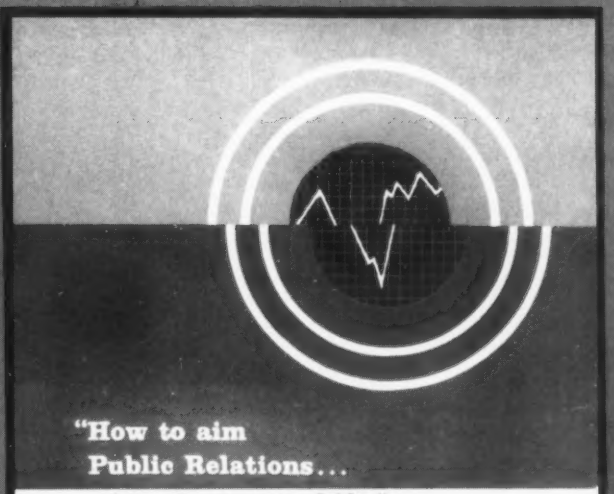


By WILLIAM H. LONG, JR., *Chairman of the Board, Doremus & Company*

"In public relations work, the regular review of picture files is standard procedure. It is necessary because portraits of executives become dated, old photographs of plants lack new additions and improvements, old product pictures show obsolete models and packaging.

"The picture an investor or a potential investor has of a company also needs regular review and up-dating. If your company becomes a major factor in missile components there is not much comfort in the fact that the investing community still thinks of you as the world's largest manufacturer of buggy whips.

"The best way to keep your company picture *always in focus* for investors is to tell them continually what you are doing and where you are going. Tell the great and growing investing public . . . and by all means, be sure to tell the key people who advise the investing public. Together, they make thousands of investor decisions every hour across the country. Create your image, but be sure to keep it vivid. No company can afford to have its investment future decided on the basis of 'cold' news."



"How to aim Public Relations... when the target shifts"



By HAROLD BURSON
President
Burson-Marsteller Associates, Inc.

Public relations is not a static thing. As company aims change, the job of communications changes also. When the economic picture fluctuates, a premium is placed on public relations flexibility.

"And yet, for the modern corporation, one circle in the target rarely fades or shifts. The financial community never becomes *less* important to the company, from time to time it can become *more* important.

"The all-important area of financial relations requires constant attention and faithful courtship. Here, constancy brings rich rewards."

* * *

Barron's offers an unswerving road to the men who largely control or influence the flow of investment dollars. They subscribe to Barron's, and read it, because it has long established and proved its concrete value. Representative groups of these financial leaders—Investment Bankers and Security Analysts, for example—say they prefer Barron's, read it more regularly, find it most dependable. Isn't this your clue to the most dependable medium for your corporate advertising?

MODESTY OR MYOPIA?

"Many a fine company, skilled at limelighting its products, is hiding its management's accomplishments under a bushel basket.



by T. W. Braun,
President
Braun & Company
Los Angeles, Cal.

"Why? Well—

'We're too busy selling.'

'We don't need any new capital now.'

'Ours is a closely-held company.'

'Our securities are selling now at a pretty fair price.'

"Unless your management truly includes an infallible fortune teller, now is the time to help establish tomorrow's securities values . . . attract tomorrow's stockholders . . . cultivate tomorrow's capital sources.

"A continuing corporate relations program, directed to key figures of the financial community, is the efficient way to make sure your fine management will have *what* it needs, *when* it needs it, to continue doing a fine job."



Finance is at the beginning and end of every successful corporate trail. Use Barron's to help keep the road smooth.

BARRON'S

NEW YORK
50 Broadway

CHICAGO
711 W. Monroe St.

BOSTON
388 Newbury St.

LOS ANGELES
2999 W. 6th St.

CLEVELAND
1010 Euclid Ave.

How to build better schools
with corrugated boxes

Using boxes to build better schools was a new challenge for Stone Container Corp. The challenge had come from the Advertising Council. Stone's answer was a "package deal".

What was done?

Stone Container knew the average carton was seen by hundreds of people as it traveled toward the market place. If each of the hundreds of thousands of cartons they produced carried an Advertising Council message—the fight for better schools, or for fewer accidents and forest fires, would indeed be aided by a "package deal".

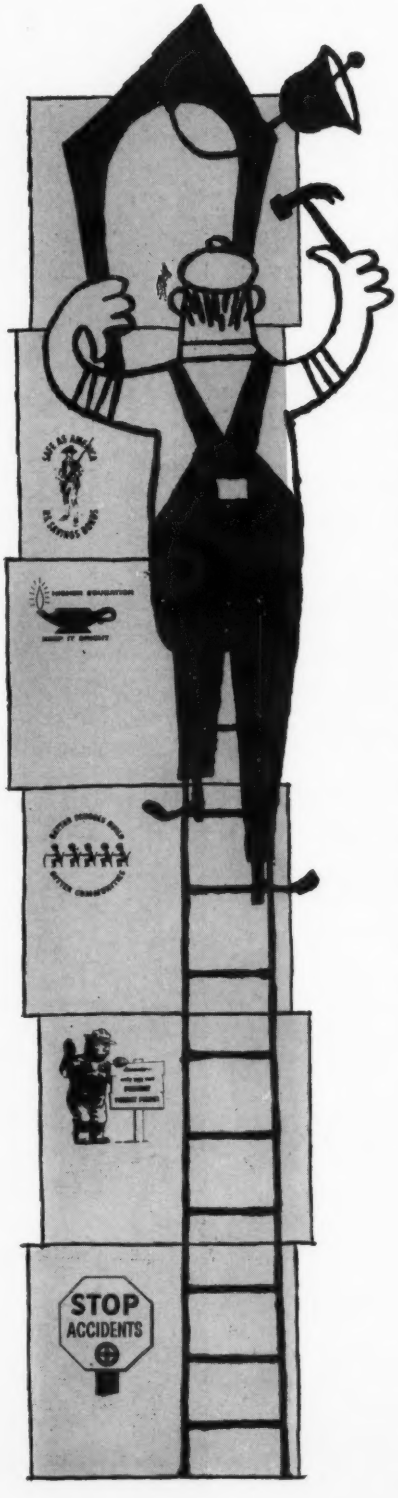
Stone prepared printing plates covering each of these Council campaigns:

ACTION
Aid to Higher Education
Better Schools
Forest Fire Prevention
Keep America Beautiful
Religion in American Life
Stop Accidents
United Fund Campaigns
U.S. Savings Bonds

They offered to print, free of charge, the campaign's message on cartons ordered by any of their clients. Thus, the client becomes a contributor to public service, too.

Company benefits

Two letters describing this program were sent to advertising and management executives in many companies. This provides, according to Norman H. Stone, President, a "good opportunity to get contacts in depth. Advertising Council committee members themselves are business executives and we accrue some benefits from that".



You, too, can benefit

You help your company earn a better business climate by tying in with the Advertising Council. The Council offers free advertising materials for company publications, reproduction proofs of advertisements or "drop-ins", mats for newspaper advertisements, posters for bulletin boards, etc.

Do what you can to get your company to use these materials. Or maybe you, like Stone Container, can come up with a completely new way to help. Find out how you can tie in by sending the coupon below, or calling the Advertising Council branch office nearest you. Branches in Chicago, Los Angeles and Washington, D. C.

Materials—reproduction proofs, posters, radio and TV spots—are free.

THE ADVERTISING COUNCIL, INC.,
25 West 45th Street,
New York 36, New York

Please tell me how I can tie in with Council campaigns—and earn a better business climate.

NAME _____

COMPANY _____

ADDRESS _____

an urban transportation company, reputation may depend mainly on the morale of employees as evidenced by their deportment and reliability, and by the frequency or infrequency of service-interrupting strikes. For the maker of cosmetics, reputation may depend on ability to market a succession of new colors, textures and packages, with a resulting need to publicize these developments to retailers and consumers.

A rule of thumb

These varying cases suggest a rule of thumb. It is that the closer a company's product comes to determining the total corporate image, the more sense it makes to place public relations in close liaison with marketing or sales; and the closer employee attitudes and performance come to decisive influence on public opinion, the greater co-incidence of interest there is *between public relations and industrial relations.*

However, unless we carry it further, this formula subjects us to the dangers of over-simplification. There are other factors to be considered, and for some companies they assume crucial importance.

The key question is whether your company or industry is subject to regulation by government or to political pressure in any form. Public utilities and petroleum are good examples of industries that are. Utilities have the added disadvantage, where public relations is concerned, of being monopolies in most cases. Securities of companies in both groups command the keen interest of the financial community.

Where a vital public service is the "product," where a vital natural resource is involved, where the operations of a company or industry clearly affect the national economy, management must function as a quasi-public body. It must account for its actions in terms of the general welfare, and it must live close to public opinion. In such circumstances the public relations department is a vital, two-way communications link, standing ready in some cases to answer in the afternoon papers a charge that was made in the morning. Outward communication must originate in the chief executive's office, and inward communication must flow quickly to the same place. The facts and opinions that are communicated do more than contribute to an "image." They often make interesting reading in financial reports. One major company, for example, recently found its cost of raw materials increased $10,000,000 per year by an administrative action of the Federal government. Fortunately it could respond effectively enough to win at least a temporary reprieve.



Mr. Van Riper

The "image" concept

Where such demands are made upon the public relations department it is difficult to see how the department can be placed in any other relationship than direct reporting to the chief executive. He makes policy, articulates it, and directs its execution. Often he must do these things with great speed. Where policy affects public opinion, or is affected by it, the public relations department is, in effect, an extension of his own office.

The "image" concept of public relations is valid as far as it goes, but for companies whose policies must be related directly to public policy, it should be supplemented by an action concept. In a corporation the authority to act quickly and decisively on policy matters stems from only one source, the chief executive. More often than not, he finds it necessary to have the public relations department close at hand. ●

MOTION PICTURES
SLIDE FILMS

•

Putting ideas across is a science. Evolving them is an art. It takes both to assure measurable results.

•

Write for our booklet
"How Much Should a Film Cost?"

HAIG and PATTERSON INC.

SOUND BUSINESS FILMS

15 East Bethune Avenue
Detroit 2, Michigan

•

The Talbott Tower
Dayton 2, Ohio

hp

JUST OUT!
BACON'S 1960 PUBLICITY CHECKER

Now with quarterly revisions — Completely up-to-date all year long



BACON'S famous Publicity Checker is out for 1960! It's the only complete directory to over 3,500 business, farm and consumer magazines. Every listing gives you name, address, editor, issue date, circulation, publisher and editorial code that shows type of publicity each publication wants. 99 market groups to guide you in release list selections. The all-new 1960 Checker incorporates thousands of changes for 1960. In addition, you'll get a revision every three months for 100% accuracy all year long. Get more publicity at lower cost. 352 pages, 6¾" x 9¾", fabricoid cover. Lays flat when in use. $25.00 each with quarterly revisions. Order today!

ON APPROVAL

Please send_____copies Bacon's Publicity Checker. Bill: ☐ Me ☐ My Company. $25.00, including revisions.
Name_____
Company_____
Address_____
City_____ State_____

BACON'S CLIPPING BUREAU
14 E. Jackson Blvd., Chicago 4, Illinois

COMPANY PUBLICATIONS AND POLITICS

By Leslie Avery

● One of the favorite words of public relations people is "communicating." It is abundantly clear that our work is to communicate, but that is no more than to say we have a problem. The question is, what should we communicate, and how?

There are hundreds of answers, and all of them may be right. Yet, I think that all business public relations men and women—whether they work for an individual company or an institute or association—must recognize that at least a part of their efforts should deal with the problems of preserving our free economic society.

No single company or group is going to remain standing, strong in splendid isolation, if our traditional freedoms are collapsing all around it. And realism compels the observation that the political atmosphere today is too full of ominous thunderheads to be cleared by ringing slogans or statistics about the American standard of living.

Communicate "in depth"

On economic issues, on political issues—the two are virtually inseparable and so all of us are involved in political affairs — it is necessary to communicate "in depth."

It would be foolish to disparage any of the vehicles used in public relations and I do not intend to do so. But it may be pointed out that not all of them are adapted to specific and complete discussion of controversial issues. Invaluable as the press is, we cannot rely on the newspapers and magazines to print everything we'd like to say. Except for guest appearances on certain TV or radio shows, the air waves have their limitations. Paid institutional advertising is expensive for continuous discussion of economic and political issues, and, of course, is labeled.

Company publications, which in the past have had something of a stepchild status in public relations, have few of the disadvantages of the media just mentioned. For moderate costs, management has at its disposal a medium which can convey its views, plus factual information and exposition, continuingly and in whatever length and scope that may be called for.

Moreover, the company publication can reach directly the audience which it is most necessary to influence—the employees. For it is the employees of industry who, more than any other large group, are being cajoled, regimented and propagandized into a vot-

CARL BIEMILLER, Director of Public Affairs for the NAM, points out to Mr. Avery areas where members have purchased "Citizen at Work" kits prepared by NAM to educate management employees into the intricacies of political action. The kits include manuals and audio visual materials for six seminar sessions of 20 people.



ing and political action force to carry out the Keynesian and neo-Fabian programs of ambitious labor leaders. Having won dominant political power —and there is no secret about the fact that they mean to win it—the tycoons of organized labor could afford to dispense with tiresome bargaining negotiations and unimaginative strikes and picketing. Even though they now possess immense economic power, labor leaders must be conscious that in the use of it they risk public resentment that could be damaging. But with political dominance, they could order and control the economy.

This is no idle apprehension. In the last election organized labor swarmed all over the conservatives. It accomplished its victories with money, manpower and propaganda. Perhaps the most insidious of these was the propaganda packed into 1,000 union publications with circulations totaling 18 million covering the whole United States.

There is a brighter side. Businessmen at last are showing that they are aroused to the dangers of organized labor's political drive, and they are determined to meet the threat — a threat which is all too real.

By their own personal examples businessmen at all levels of management can rally to the conservative cause the doorbell ringers, the registration checkers and the other volunteer personnel necessary to full-scale political activity at the precinct level, on a continuing basis. From these beginnings, influence in party decisions can be built. In this political crisis it would be inexcusable not to throw our full strength into the contest.



PUBLIC AFFAIRS ARTICLES in company periodicals are discussed by the author, Leslie Avery (standing), who is Director of Public Information, National Association of Manufacturers, and James McCloskey, editor of NAM's SERVICE for Company Publications, which reviews hundreds of industrial publications each month and reproduces with comment and analysis the cream of articles which carry out public relations objectives in free enterprise and economic education.

Source of strength

The company publication is one source of strength. But the most powerful muscles are no good unless they are effectively used. And unless they are to come off second best in the political arena, top management and public relations people will have to make the fullest use of the vast potential, for education and persuasion, that resides in the company publication.

It was not too long ago that management, public relations executives and company editors were skeptical about using the company magazine or paper to improve the economic understanding of employees, customers and shareholders. To adapt a cigarette commercial, they said it *shouldn't* be done!

But it was done by many industrial publications. Today hundreds or thousands of company periodicals deal informatively, interestingly, and persuasively with the economic problems of the nation — with inflation, with taxation inimical to business growth, with government economy and the dangers of deficit spending, and many more issues.

From discussion of economic issues it is no great step to discussion of political issues. In some ways it is no step at all, since we cannot extricate economics from politics or vice versa. This should be acknowledged frankly in the company publication. No one is likely to see company publications campaigning for individual candidates or giving either major party blanket endorsements. But the fiction that businessmen are or can be totally aloof from politics, or indifferent to the economic consequences of political events, should be dropped once and for all. In the company publication, as well as in other aspects of business-in-politics, the fact should be faced that we do not produce and sell goods in a political vacuum, but are

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constantly being helped or harassed, aided or injured, in the legislative halls at every level of government.

Labor law reform

Many of the leading company publications today engage in candid discussion of politico-economic issues—for example, with the obvious need for labor law reform, highlighted by the disclosures of the McClellan committee. They provide information on local issues and candidates in many plant communities, and report the activities of company employees in the political party of their choice.

Obviously it would be difficult for a company publication which has been used solely for routine company and social news to become overnight an effective and acceptable instrument for economic and political education and persuasion. If an abrupt shift in policy is necessary, it should be announced frankly and explained fully. Or, political features and economic controversy can be introduced gradually, with the emphasis stepped up from issue to issue.

Economic information

The NAM has long been active in encouraging greater use of company publications in providing readers with management views on national issues and with accurate economic information. For the last ten years the association has published *SERVICE* For Company Publications, a monthly magazine for industrial editors and communication specialists.

I mention these aids to editors because they may be helpful to public relations executives who are not necessarily experienced editors but may be facing the problem of supervising a stepped-up program for the company publication, or the inauguration of a new publication.

Partisan stand not needed

The company periodical does not need to take a partisan stand to be effective. Discussions of political issues and candidates should be on the grounds of economic soundness of the policies and viewpoints involved. In this way, conservative political policies will be advanced regardless of party affiliations.

The company publication's implementation of a public affairs program would include at least these elements:

1. Articles refuting the political attacks and claims of union newspapers that circulate among employees.

2. Exposure of the fallacies in the pie-in-the-sky schemes used by irresponsible candidates to win the votes of the uninformed.

3. Encouragement of employees to write their Congressmen about legislation that would be harmful to industry in general and the industry in which the company is engaged.

This represents only the basic elements. Other activities would be dictated by local issues or specific situations affecting individual companies.

There is some truth to the comment that businessmen simply "talk to themselves." But by making better use of an instrument already available to most of them—or easily acquired—they can talk to employees, shareholders, customers, and their communities. The main limits to what the company publication can do are those that are self-imposed. ●

• LESLIE AVERY, *Assistant Vice President, Public Relations, and Director, Public Information Department of the National Association of Manufacturers, was born in Memphis, Tenn.*

From 1931 to 1942 he was a reporter, writer, columnist and editor with United Press Association. He joined the public relations staff of NAM in 1942.

In 1947 he left NAM to become a publicity consultant. In 1950, he rejoined NAM as Assistant to the Treasurer and in June of 1957 he was appointed Assistant Vice President, Public Relations. •

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WHAT IS A CONSULTANT?

By H. Curtis Mial

● Ours is the Age of the Consultant. In a highly complex world where nobody can know everything—even about his own specialty—we have developed the habit of turning to an advisor to extend the reach of our knowledge, to sharpen our insights, to acquire new skills—maybe simply to reassure ourselves about what we are already doing. This paper might be called "The Proper Care and Use of Consultants."

Much of what follows was developed in the course of advising and assisting a committee of the Eastern Area Red Cross in planning and conducting an all staff conference on the role of the consultant. It was further tested in a conference of field staff of the New York State Library.

What a consultant is —and is not

The consultant is an educator—not a group leader
a trainer—not an operator
an advisor—not a policy setter
a counselor—not a manipulator
a technician—not an administrator
an influencer—not a dominator
a *helper*—not a director

One role of the consultant is to receive grievances—to enable the client to let off steam in a protected situation where he knows his confidence will not be violated. This role of exhaust valve suggests other analogies:

The consultant may serve as sounding board enabling the client to test his ideas and see how they sound.

He may be the ignition to start up a program.

He may be the accelerator to build up speed and momentum.

Or he may be the brake for too quick action.

He may be the radiator absorbing some of the heat of controversy.

He may be the shock absorbers when the going is rough.

Or the fog lamps when the future is hazy.

Without laboring this analogy too far, the consultant fills diverse functions but he is *not* the driver. His best contribution is to help the client



SENSE OF TIMING is a skill needed by a consultant.

to *see* better, to consider alternatives, to find and use resources, to make the most of potential ability.

The Red Cross planning committee came up with eight qualifications defining the consultant. He is a person—

1. who is sought after for help.
2. who helps others to help themselves.
3. who has a broad knowledge and an objective point of view.
4. who has specialized training and skill.
5. who is adept at creating a climate for desiring help.
6. whose advice may be either accepted or rejected.
7. who is not a doer nor an operator.
8. who must have adequate time to do an educational job.

The committee was aware that giving information is only one aspect of the consultant's job, that motivations are important if learning is to take place, that emotions or "feeling tone" can't be ignored, that change takes time.

What are the chief problems?

A first problem—*The consultant is an outsider*

The client may recognize the consultant's general competence but still ask, Can he really understand my problem? He doesn't sit at my desk. He won't be here tomorrow when I try to carry out his fine armchair plans. Besides, haven't I already tried this?

A second problem—*Human resistance to change*

The consultant is often up against inertia or active resistance. He needs to remember that this may result from fear of the unknown. Maybe he can counterbalance this with the equally human tendency to experiment.

A third problem—*Undefined status and conflict of roles*

How much authority does the consultant have? What are the penalties of rejecting his advice? When status is undefined, client and consultant may have different expectations and roles may conflict. Irwin Sanders, sociologist, has described three basic relationships:

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SKILL IN LISTENING: "The ability to hear better and see better are the basic aims of human relations training."

1. The consultant is dominant. He comes in as a prestige figure. He assumes—and the client assumes—that he will take the lead. The client expects answers. If he doesn't get them, he feels cheated. If they don't work, the responsibility is the consultant's.

2. The consultant is subordinate. He is consultant in name only. His function is to support conclusions already reached.

3. The consultant and the client are coordinate. The consultant helps the client work out his own course in terms of his own values. The consultant presents alternatives, provides information requested, helps the client face difficulties. He views his contribution as part of an overall plan worked out by the client. His aim is to work himself out of a job.

Role conflict results when client and consultant have different expectations and are therefore unable to predict what the other will do. Frustration and wasted energies can result.

A fourth problem—*Compulsion to see quick results*

The consultant may feel the need to demonstrate his value, while the client feels need to solve a problem at once. The client may feel that he has *paid* for quick results. Both may forget that quick results sometimes jeopardize long range goals.

A fifth problem—*Inadequate preparation*

If this is a two-way street, both client and consultant need to prepare. The client is at least as responsible as the consultant to see that the consultant is oriented to the problem.

A sixth problem—*Overcoming client's insecurity*

It may take courage to ask for help. The consultant needs to be sensitive to the fact that the client may feel threatened by the suggestion that he needs help.

A seventh problem—*The consultant, too, has needs*

We put a premium on expertness which makes it difficult to admit, "I don't know." The consultant needs to be sensitive to his own needs and to the possibility that he may exploit the consultant relationship to meet them.

An eighth problem—*Disengagement*

The best consultant works himself out of a job. But both he and the client may resist this. The client may find security in leaning on the consultant. The consultant may enjoy being needed. Yet self reliance is the goal.

What skills are needed?

First, *Skill in listening.* The New York Adult Education Council attaches such importance to this that it has conducted listening clinics. Lee Bradford, director of the National Training Laboratories, has named the ability to *hear* better and *see* better the basic aim of human relations training.

A second skill—*Empathy.* The psychologist Henry Lindgren says most of us are capable of empathizing —identifying with the other person's point of view—most of the time. As we do so our behavior is affected by his feelings. This amounts to a subverbal communication. The consultant may be doing all the right things but fail because of a basic lack of interest in the client. Without empathy real communication is not possible.

A third skill—*Recognizing the normal self interest of the client.* The consultant will not be very effective if he rejects self interest as a motive. He may be able to help the client acquire new and larger interests.

A fourth skill—*Understanding and acceptance of self.* Without this the consultant is not likely to understand and accept others. This includes assessing his own abilities, understanding his own needs. It includes an honest answer to why he wants to

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• CURTIS MIAL *conducts the consultant firm of Curtis & Dorothy Mial Associates, Syracuse, N. Y., serving organizations, firms, community groups interested in leadership training and effective organization. For ten years he was field director then executive director of The New York State Citizens' Council, Inc. Currently he is consultant to the National Training Laboratories helping to develop an experimental community leadership training program utilizing NTL experience and research in human relations training and group development. With Mrs. Mial he has edited* OUR COMMUNITY, *a study-discussion program of New York University and the Fund for Adult Education of the Ford Foundation. Mr. Mial is a graduate of Princeton University and has a master's degree in sociology from Syracuse University.* •



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change the client's behavior. He needs to guard against advocating change for the sake of change, against encouraging dependence, against the temptation to act the expert outside his own competence.

A fifth skill—*Recognizing the client's potential for growth.* Kurt Lewin believed we devote too much attention to what *is* rather than what might be. Has this prevented our working for more nearly ideal conditions? The consultant can't be blind to limitations. More important, he can't be blind to possibilities for growth.

A sixth skill—*Finding mutual interests.* Establishing communications is the first task. Shared interests may bring about new interests.

A seventh skill—*Flexibility.* There is rarely only one answer. Adjusting to the special circumstance or the unexpected is essential. There may be times when the client needs answers, but more often he needs help in finding his own answers.

An eighth skill—*Sense of timing.* Most of us have had an excellent idea fall flat only to find it hailed enthusiastically when someone else presents it. Maybe it was presented badly; maybe the other person had more influence. But possibly the timing was incorrect. When the individual is *ready,* he will respond.

A ninth skill—*Using the client's resources.* Failing to do so means wasted human resources. Sometimes the only asset the consultant has is the objectivity of an outsider. He needs to be secure enough to accept the fact that the client may know more than he does. He can still contribute by helping the client use his strengths and consider alternatives.

A tenth skill—*Relating what the client wishes to accomplish to what the consultant wishes to accomplish.* The client is the decision maker with final responsibility. His aims are primary. But the consultant may be able to build on these and help the client stretch his capacity and extend his vision.

An eleventh skill—*Giving information.* This means using language that communicates — or determining how well the client understands.

A twelfth skill—*Helping the client analyze forces for and against.* Social science has developed the concept of forcefield analysis. Sometimes efforts to change a situation fail because the impossible was attempted—changing everything at once. It might be possible to strengthen one positive force or to eliminate one negative force. Sometimes all that is needed is to help the client list all the positive and all the negative factors.

First, the client-consultant relationship is a two-way street. Both client and consultant are active participants with responsibilities. Second, even when the consultant's competence is very concrete, he is an educator concerned with behavior, attitudes, action, process, human relations. Third, the way the consultant relates to the client will affect how the client in turn relates to others. Fourth, the consultant is not a decision maker. He is an advisor. Finally, the test of the consultant is whether the client is more able to proceed under his own steam with new learnings made part of his own way of doing things. ●

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HOW COLLEGES PREPARE PEOPLE FOR PUBLIC RELATIONS

By Harold A. Smith

● A survey has thrown some interesting light on public relations manpower needs and on some problems about getting manpower from colleges.

Several of the factors stressed by public relations executives who were queried were these: They want **(1)** men and women of maturity; **(2)** men and women with broad viewpoints; **(3)** men and women who can write and otherwise express themselves; **(4)** men and women who understand complexities of human situations; **(5)** men and women who are not afraid to work, who are willing to perform ordinary as well as major tasks, and who have no illusions about themselves or the field they are preparing to enter.

The study referred to above was conducted by the National Education Committee of the Public Relations Society in 1956. But a more recent survey, released in 1959 by the Vocational Guidance Sub-Committee, National Education Committee, brings out the development of an additional approach insofar as college graduates are concerned. Colleges, first of all, are becoming more important as sources for public relations staff people. Furthermore, almost half of the respondents in the new survey, despite the fact that a large portion represent small firms, expect during the next five years to hire one or more college graduates without business experience. Larger organizations seem more inclined toward this policy since they can better afford to train the inexperienced and be patient about results.

There is one important area, however, which was not referred to or stressed in either survey and that is the field of college adult education.

In adult education courses the public relations field can find the maturity, viewpoint, writing ability and other factors it seeks. Very often men and women taking these courses have had college training and return to the campus afternoons or evenings to broaden their backgrounds and to train themselves in specific areas which require strengthening. They're older, and have had some years of business or other experience.

In the area of adult education, numerous colleges are helping to develop men and women in public relations work and they could be doing considerably more if they were receiving the proper kind of support from the profession. If public rela-

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tions executives realized how well the colleges were performing in the area of adult education, they would help guide people well qualified for public relations into these adult educational programs. These would include single courses in public relations or full-fledged programs directed at a college degree majoring in public relations. Such guidance would help the public relations executive strengthen his staff, develop a promising practitioner, and aid the college or university with tangible support.

Case histories

I should like to cite a few case histories of people who have completed some of these adult education courses in public relations and show how the courses have helped individuals seek out proper jobs for their talents and develop their abilities for better performance.

There's the case of the young woman journalist who tired of newspaper work. Margaret Doherty Lawrence spent 6 years as a staff reporter on the *Sherbrooke Daily Record* in Quebec, where she covered the courts, politics, and general news and filed copy for the *Montreal Gazette* and the *Canadian Press.*

Miss Lawrence was awarded a scholarship in Columbia's School of General Studies—the first in the school's history to be awarded for a degree majoring in public relations. She was graduated cum laude with a public relations major in June, 1955.

She took a job with Keep America Beautiful, a non-profit organization devoted to keeping America clean and beautiful for economic as well as aesthetic reasons. Today, she is editor of a news service that sends material to newspapers, employee and consumer magazines, and trade association publications. As Advisory Council Secretary, she contacts some 55 national organizations and 9 agencies of the federal government. She reports that her adult education work was instrumental in giving her a broader scope, and taught her techniques and methods which she directly applied to her work.

Warren Hall attended State Teachers College at Oneonta, N. Y. He enlisted in the Corps of Engineers in 1950 and was shipped to Korea. In the service he was put into Information where he edited a small newspaper. This helped to give him a feeling for public relations and he decided to background himself in such work when he returned to civilian life. He attended a large university offering adult education courses, and majored in public relations.

After graduation, Mr. Hall convinced the National Biscuit Company that he had the kind of imagination, drive and creative ability it wanted. He was employed as a public relations assistant.

Now, after three years with Nabisco, his activity covers stockholder, trade, supplier and general corporate relations. He helps answer inquiries from students, consumers and others; prepares articles and booklets; helps set up special events, and handles the company's film program. He believes that the professional training he received helped him get the job and handle it properly.

Turkish visitor

Nezhi Manyas is Turkish; he was born in Istanbul. In July, 1947, after considerable background in banking circles in Istanbul and jobs with Radio Ankara and the Turkish government information services, he was sent to this country to help set up the Turkish Information Office.

Manyas studied, and still studies, very intently the output of other organizations for application to his own problems. He took courses in news and newspaper feature writing and magazine writing. He took a course in the fundamentals of public relations and a course in public opinion research. Both these courses, Mr. Manyas reports, were highly instrumental in helping him understand a great deal better some of the reasons behind American methods, and taught him techniques which he applied readily in his position as assistant director of the Turkish Information Office.

There are many case histories of mature people who through public relations courses have found new business lives for themselves, adding depth and meaning to their backgrounds.

One secretary took several writing courses, a public relations fundamentals course, and a publicity writing course, and as a result was able to advance herself to an assistant's job in the public relations department of her company.

A writer for an industry trade paper found that he could broaden his viewpoint and improve his techniques by studying in a public relations fundamentals course.

An editor for an industry association paper took a public relations course which helped him outline the solution to a basic problem that the industry faced—resulting in encouragement by industry representatives and approval of his project.

A printing salesman, needing background for a problem he faced for a client, signed up for a public relations course and worked out a successful program.

A student in business administration who expects to sell insurance in Europe took a public relations course to help him recognize and analyze complex situations.

While many students taking such courses are looking for immediate help in seeking a job, developing their background and teaching them techniques which they can apply in their work, it should be pointed out that many others are chiefly interested in the important subject of human relations generally. Such students look on the understanding of public relations as an important facility for succeeding

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• HAROLD A. SMITH *is Executive Vice President and co-owner of United Public Relations, Inc., New York. Mr. Smith attended Columbia's School of General Studies nights, where he now teaches a course in Corporate Public Relations. Prior to forming his own business in 1952, he was Associate Public Relations Director, American Gas & Electric Company; Vice President and Public Relations Director, Young & Rubicam; and promotion and publicity executive for "Liberty Magazine," the newspaper PM, and the* New York Daily News. •

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in practically any line of endeavor.

A survey of adult education courses in public relations reveals that two colleges in New York City have especially substantial programs in public relations. These two are Columbia University and New York University. Both universities offer a half dozen courses. NYU's courses are integrated with journalism, while Columbia's are set up in a separate Public Relations Division under the supervision of the English Department. Both schools offer a degree with a major in public relations.

Columbia was one of the first colleges in the country to introduce a public relations course, 18 years ago. Since the public relations major was initiated in 1952, almost 1,200 students have registered for such courses, which now cover Fundamentals of Public Relations, Publicity Practice, Employee Communications, Corporate Public Relations, Public Relations for Non-Profit Organizations, and a Seminar in Public Relations.

Other colleges with courses

Eight other colleges in the New York area offer one or more courses each, and these cover fundamentals of public relations and/or publicity. The colleges are City College of New York, The New School for Social Research, Long Island University, Wagner College (Staten Island), Fordham University, Pace College, St. Francis College (Brooklyn), and Community College (White Plains).

Outside of New York, the largest and most comprehensive program is carried on at Boston University, which set up the first School of Public Relations and Communications in the country in 1947. Boston University offers some 14 public relations courses. In addition, courses are offered in community, government and international public relations.

Northwestern University has public relations courses as part of its journalism program. The University of Wisconsin's School of Journalism offers public relations courses as part of its journalism curricula.

The Ivy League is beginning to recognize public relations. This Fall, Princeton University, with a $500,000 endowment, began a new Department in Public Relations and Journalism, with Douglass Cater, Washington newspaperman, heading it up.

BOSTON UNIVERSITY PHOTO SERVICE



BOSTON UNIVERSITY set up the first School of Public Relations and Communications in the country in 1947. Today the school offers some 14 courses in public relations. The school's library (above) houses one of the country's largest collections of materials on public relations.

Annenberg money—$3 million of it—last winter endowed a Graduate School of Communications at the University of Pennsylvania.

Numerous other colleges have started public relations courses. Yet, in spite of the obvious progress that has been made in introducing such courses to the college campus, including adult education programs, there is still a great deal wanting. Many courses are being taught by academic people who have had little experience in the field itself, although this situation is in the process of being corrected. In one university, only men who have had many years of experience are teaching the courses.

This college, however, recognizes the need for academic depth as well, and asks its instructors to provide an historical background and give meaning and dimension to developments and trends in the profession. To earn his degree as a public relations major, the student must devote two thirds of his time to academic courses and one third to professional courses, which include marketing, sociology, opinion research, as well as public relations.

This Fall a seminar on public relations will be introduced for a threefold purpose: (1) To use a large city as a laboratory and an important source for public relations materials; (2) to discuss and evaluate philosophies of various public relations groups, and (3) to read classical and contemporary literature, tracing important public relations trends and developments across the years.

Obvious progress

In spite of the obvious progress which has been made in a few short years to introduce public relations to the campus, there is still a great deal to be done.

Many public relations executives can be helpful in the process by looking into their own organizations and those of their clients, uncovering those men and women who may have promising futures in public relations, and helping them to get the proper training and background which good, sound adult education courses afford.

If the public relations field wants men and women of maturity; men and women with broad viewpoints, who can express themselves; men and women who are not afraid to work or face the responsibility of a serious profession—then practitioners should help uncover these people and guide them to the proper places for background and technical advancement. ●

THE ROLE OF PUBLIC RELATIONS IN COMMUNICATING SCIENCE

By Odom Fanning

● In "The Waiting Audience" (PUBLIC RELATIONS JOURNAL, May, 1959), Hillier Krieghbaum revealed that recent nationwide surveys of science news consumption have important implications for public relations practitioners. The foremost implication, as I see it, is a responsibility to help communicate science.

The very dependence of society on science—and vice versa—has led in recent years to a breakdown in communications between the scientist and the public. This at a time when the complexity of science makes communication about it exceedingly difficult, though more essential than ever. The public relations man plays an important role in science-communications. We can best appreciate this role by analyzing it in four steps:

1. *The immensity of the science communications problem,*

2. *The barriers to full communication of science,*

3. *The specialists, namely the professional science writers (including science public relations men), who are successfully overcoming the barriers, and*

4. *Three reasons why every public relations man has a responsibility to help communicate science.*

First: The immensity of the science communications problem.

The Atoms-for-Peace Conference, held in Geneva in the fall of 1958, is a prime example of a modern, complex meeting on a complicated scientific subject. During two weeks, the 475 reporters from press, radio, television, and film media faced numerous simultaneous activities:

1. The reading of 650 technical papers, another 900 discussed, in 91 separate meetings, five sessions usually running concurrently,

2. A technical exhibition, two city blocks long and containing displays by 20 nations of progress in peaceful uses of atomic energy, and

3. A commercial exhibition, located elsewhere in the city and featuring displays from 13 countries of industrial uses of the atom.

Such a challenge as the Atoms-for-Peace Conference does not often confront the science communicator. But some aspect of science confronts him every day. What do we mean by "science"? Since the term means different things to different people, the National Association of Science Writers wrote a definition to use in a public opinion survey.* Science, the interviewer told each respondent, "includes everything scientists discover about nature—it could be the discoveries about the stars, or atoms, about the human body or the mind—any basic discovery about how things work and why. But science also includes the way in which this information is used for practical uses—it might be a new way of curing a disease, or the invention of a new auto engine, or making a new fertilizer."

Scientific research, itself an industry, accounts for about two per cent of our gross national product and employs 500,000. This year $10-billion will be spent in the United States on scientific research—half by the federal government, principally for defense, and half by industry in its own corporate interests.

The cost of government is frequently used as a yardstick to measure sums in this magnitude; today's expenditure for scientific research is greater than the federal budget as recently as 1935.

Enough about the complexity of science and the immensity of the science-communications problem.

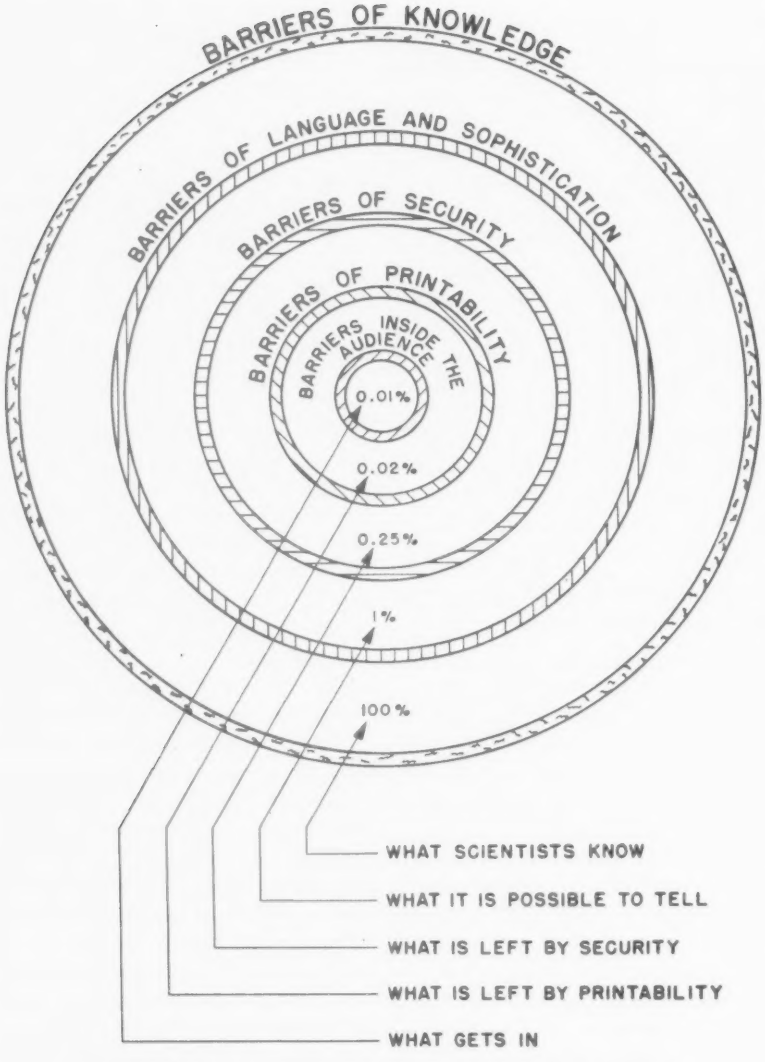
Second: Barriers to full communication of science.

In a rare appearance before a press group, Dr. J. Robert Oppenheimer, director of the Institute for Advanced Study, Princeton, N. J., once said that the science communication problem is complicated by the fact that so many things known in science were not known when those of us now adults went to school. Furthermore, science is defined in words and terms that are almost impossible to translate into lay language. Science, he

Continued on Page 40

● ODOM FANNING *is Manager of Information Services, Midwest Research Institute, Kansas City, Mo., a position he has held since 1955. A graduate of Emory University, he served as a Marine Corps combat correspondent in the Pacific during World War II. He has been a science reporter for "The Atlanta Journal," an information officer for the U. S. Public Health Service and director of research publications at Georgia Tech.* ●

**Hillier Krieghbaum, "Science, the News, and the Public," A Report of the National Association of Science Writers, Inc., New York University Press, 1958.*



BARRIERS to full communication of science (M.W. Thistle).

said, is mostly new and not digested—it is not a part of the common knowledge of man, but is understood mostly by specialized groups. Such groups of people are sometimes like the fingers of one's hand, of the same origin but no longer in contact.*

M. W. Thistle, chief of the Public Relations Office of the National Research Council of Canada, cleverly has diagrammed (see figure) the barriers to full communication of science.** The outside circle encloses 100 per cent of what scientists know. The second circle is the:

First Barrier: Words versus Things. "Even the wisest words serve as rather poor maps of what is really going on." Thistle believes that only one per cent of what scientists know can get through this first barrier and can be popularized. This he calls "what it is possible to tell."

Second Barrier: Security. Military, economic, and political security combine to obstruct about three quarters of what is left of science. So "what is left by security" is only 0.25 per cent.

Third Barrier: Printability. Science news that survives to this point has to compete for attention against the news from all other fields of social activity. Thistle believes that only 0.02 per cent of the original science survives such competition and gets reported in the popular press.

Fourth Barrier: Inside the Audience. "Some readers will no doubt understand every word; others may only be sitting there, performing eye-swiveling exercises. So, on the average, we can guess that about 50 per cent of the story actually reaches home in the brain of the reader."

To sum up, of the available knowledge about science, Thistle estimates that only 0.01 per cent—one ten-thousandth part of what scientists know—probably can be communicated to the layman.

Fortunately, there are many communicators of science doing an excellent job, beating the odds every day. Notable among them are:

Third: The specialists, namely the professional science writers (including science public relations men), who are successfully overcoming the barriers to communication of science.

The seventh Pulitzer Prize for distinguished local newspaper reporting was the first awarded for coverage of a scientific subject. A California newspaperman won it in 1924 for his story of an eclipse of the sun. Thirteen years later, the 1937 Pulitzer Prize for reporting was shared by five pioneer science writers for their coverage of the Harvard Tercentenary Conference of Arts and Sciences. Three years earlier, in 1934, twelve pioneer journalists in this field had organized the National Association of Science Writers (NASW).

Today the NASW is the most potent single force in improving the communication of science to the public. Its many activities include public opinion surveys, such as those which Professor Krieghbaum described in the May issue of PUBLIC RELATIONS JOURNAL. Membership is coveted and qualifications are high. The seven surviving charterers are now lifetime members. There are nine honorary members. The 127 active members include all the well-known names in newspaper, magazine, free-lance, radio, television, book, and lecture hall popular science.

*Editor & Publisher, *April 19, 1958.*

**M. W. Thistle, "Popularizing Science," Science, *vol. 127, pp. 951-955, April 25, 1958.*

Here we are more concerned with the 191 associate members of NASW. These include all members in science public relations. Of the 147 who are identifiable as to employer, I have categorized their employers as follows:

Nonprofit organizations	43
Industry	42
Colleges	22
Government	13
Consultants (who presumably work for clients in any or all four of the above categories)	27

Another organization of importance in communicating science is the American Association for the Advancement of Science. The AAAS meets every year between Christmas and New Year's (the most convenient vacation break for many college scientists). In 1958, the AAAS convention in Washington was covered by 311 press, radio, and television representatives. Over five days, 342 sessions were held in six hotels. Imagine the futility of any news organization covering such diverse, complex, and concurrent activities without substantial public relations help.

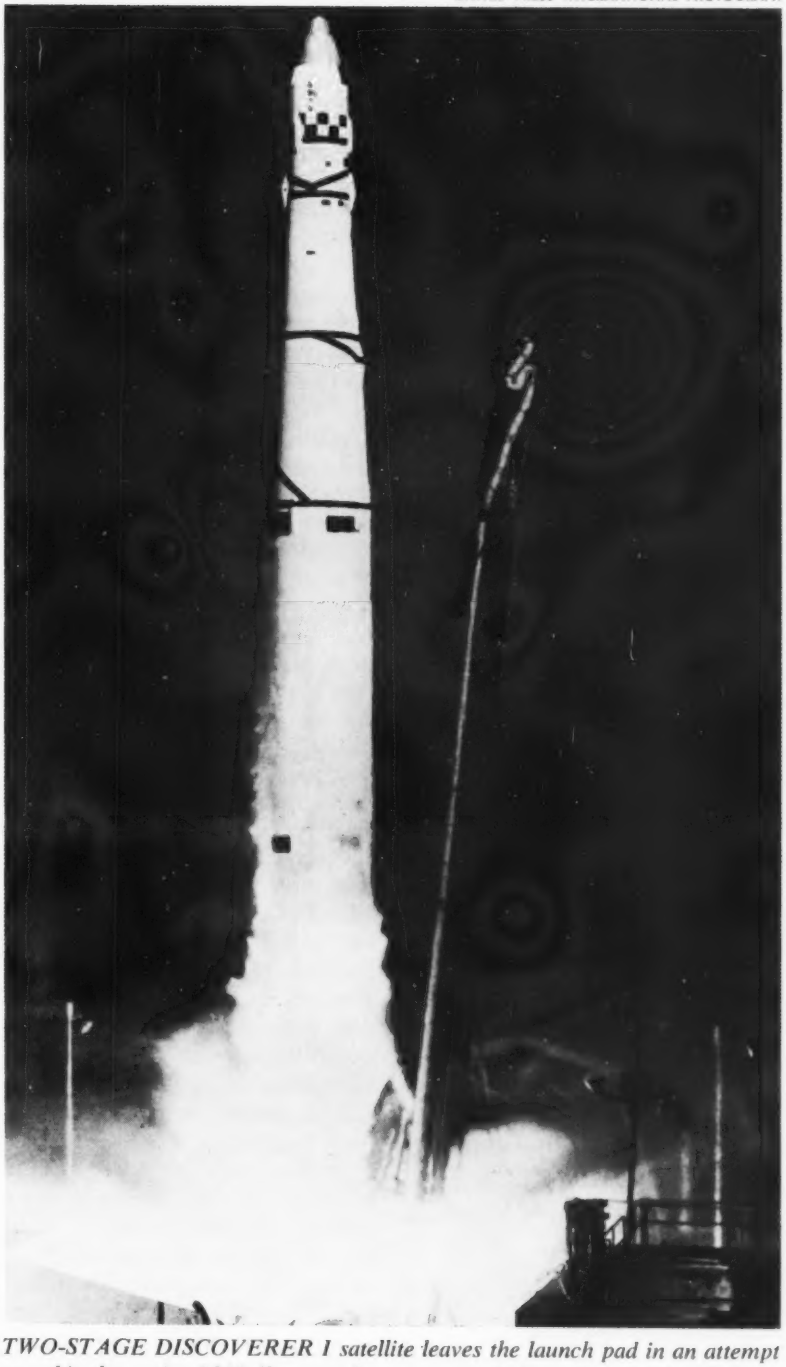
As we have seen, there are fewer than two hundred public relations members of the science writer's association. You might ask, therefore, why the subject should be of more than passing interest to public relations practitioners. Let me explain:

Fourth: Three reasons why every public relations person has a responsibility to help communicate science.

1. Every public relations man is, by the nature of his work, an "influential" person—a leader of thought and influence in his community. He knows how to communicate ideas, sway emotions, win people to his way of thinking, and get them to take action. A basic understanding of science should permit a public relations practitioner to make more intelligent decisions on public matters—from the fluoridation of community water supplies to our national policy on space, defense, and civilian science.

2. Taking a more narrow view, science is an integral part of industry (or government or the university), and the public relations worker for any firm, from a large corporation to the local gas works, must understand something about science—or occasionally he is going to be embarrassed in the presence of employer or client. Many top executives, in fact, are scientists—or, more frequently, engineers—and they expect the public relations man to talk their language on scientific as well as management matters.

UNITED PRESS INTERNATIONAL PHOTOGRAPH



TWO-STAGE DISCOVERER I satellite leaves the launch pad in an attempt to orbit the entire 1300 lb. second stage around the poles. A Thor booster was used for the first stage.

Continued on Page 44

STATEMENT REQUIRED BY THE ACT OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, AND JULY 2, 1946 (Title 39, United States Code, Section 233) SHOWING THE OWNERSHIP, MANAGEMENT, AND CIRCULATION OF PUBLIC RELATIONS JOURNAL, published monthly at New York, N. Y., for October 1, 1959.

1. The names and addresses of the publisher, managing editor, and business manager are: Publisher, Public Relations Society of America, Inc., 375 Park Avenue, New York 22, N. Y. Editor, Verne Burnett, c/o Public Relations Society of America, Inc., 375 Park Avenue, New York 22, N. Y. Executive Editor, Mary E. McNeill, c/o Public Relations Society of America, Inc., 375 Park Avenue, New York 22, N. Y. Assistant Editors, William W. Cook, Robert D. Eckhouse and James H. Stack, c/o Public Relations Society of America, Inc., 375 Park Avenue, New York 22, N. Y. Managing Editor (none); Business Manager (none).

2. The owner is: Public Relations Society of America, Inc., 375 Park Avenue, New York 22, N. Y. (Nonprofit Organization). Officers are: Carroll R. West, President; Kenneth Youel, Vice President; Thomas F. Robertson, Treasurer; Emerson G. Smith, Secretary; (Mr.) Shirley D. Smith, Executive Director — all of 375 Park Avenue, New York 22.

3. The known stockholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: (None).

4. Paragraphs 2 and 3 include, in cases where the stockholder or security holder appears upon the books of the company as trustees or in any other fiduciary relations, the name of the person or corporation for whom such trustee is acting; also the statements in the two paragraphs show the affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner.

5. The average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the 12 months preceding the date shown above was: (Required from daily, weekly, semiweekly, and triweekly newspapers only).

Mary E. McNeill
Executive Editor

Sworn to and subscribed before me this 28th day of August, 1959.

Helen W. Schumacher
Notary Public,
State of New York

(My commission expires March 30, 1960)

Letters to The Editor

ESQUIRE ON PUBLIC RELATIONS

I was considerably disturbed—along with many other public relations people, I am sure—by Alan Harrington's article, "The Self-Deceivers," in the September issue of *Esquire*.

This critical analysis of public relations contains certain elements of truth—just enough, in fact, to "take in" a gullible reader. The analysis is, however, replete with glib generalizations.

For example, Mr. Harrington states: "at the base of the public relations man's craft is the assumption that he can manipulate the thoughts of others—in short, that people are (in relation to him) stupid . . . he thinks that through the artful employment of words and images he can fool the people all the time—*no matter what* the actual, physical state of affairs may be." Public relations people attempt to influence others, but they are under no illusions that the people they seek to influence are stupid. If they were stupid, influencing them would be relatively simple. This is hardly the case.

Also, public relations people generally believe that it is impossible to keep the public convinced over a period of time that a corporation or a product is worthy unless it really measures up to what is being said about it. In short, we do not believe we can succeed by practicing the "art, science, skill, dodge or trade of lying," as Mr. Harrington defines public relations.

The author also glibly reports: "You can go on public-relating for years without having a clear idea of what people think of you. More often than not there is no way of proving how your corporate image is taking shape in the minds of the multitude out there beyond your ken. From Crystal Palace headquarters we shoot public-relations arrows into the air and trust that they land somewhere near the target, if we know where the target is."

Admitting the difficulties of attaining certain objectives and the incomplete methods of measuring results, the situation is not as hopeless as the author would have it. At the least, many public relations staffs are not guilty of the insincerity and casual indifference of which Mr. Harrington accuses them. If they have failed in their attempts to define and attain goals and to measure the degree of their success, the failure stems not from indifference but from the difficulties inherent in the task.

Angry young man

The Angry and Cynical Young Man in Mr. Harrington also leads him down unrealistic byways. Efforts to be and to appear as good citizens are discredited; good corporate citizenship is "insufferable." In Mr. Harrington's opinion we would achieve more public approbation by bluntly stating "our own self-interest" and declaring "What we want is money, and in order to get it we are willing to be cooperative." He also says that public relations people are insincere in espousing their companies and clients and their products. This no doubt is true of some persons, but it ignores the fact that many public relations men —especially those employed by companies or retained by clients over a period of years—believe emphatically in the firm, the causes and the products they are promoting.

One could similarly cite several generalizations which are questionable regarding widespread application to public relations and public relations people.

Mr. Harrington questions the right of public relations people to refer to their work as a "profession." At the same time the author ignores the steps

being taken in the direction of a more professional status and improved standards of operation.

I suppose that Mr. Harrington's narrow view of public relations is largely responsible for his observations. He seems to think of the activity as a Central Office function consisting of preparing news releases, films and booklets, conducting press conferences and ghostwriting speeches. He appears unaware that there is much more to public relations than these techniques and services, or that public relations activities can take place outside of the Central Office. Specifically, the author looks at public relations from the restricted vantage point of his recently-resigned writing job at the home office of Standard-Vacuum Oil Company. He seems to assume that the public relations staffs of all large companies approach their problems as he did.

In my opinion, Mr. Harrington's departure from Standard-Vacuum seems natural, for no one with so little appreciation of the need for corporate teamwork or as cynical about our field could continue to do public relations work.

DAVID M. LEWIS
General Motors Corp.
Detroit, Michigan

SENATOR MUNDT ON PUBLIC RELATIONS

As a "government employee," I would like to go on record as being in complete accord with Senator Mundt, (PUBLIC RELATIONS JOURNAL, July, 1959) who expounded on the theme of a centralized agency to handle international relations. I would like to touch on one matter that seems to have been intentionally avoided.

In the article, and in the editorial, mention is made of the "countless tourists" that could promote good will, but nothing concrete is stated for them to do. While doing public relations work for the Army overseas, I saw more destructive work done by tourists (innocently, too) than any other single element—including the services' bad boys, misinterpreted statements by government officials and Communist propaganda about our Southern "problem."

Without waiting for the two or three years it would take to enact laws setting up the agency that Senator Mundt proposes, we could do something *now*. This could be brought about by having *all* personnel traveling abroad, for any reason, pass certain tests on the customs of the country they propose to visit. The Armed Services give lectures, show films, issue language guides, teach foreign languages and customs, and use other such methods to indoctrinate their personnel being assigned to any particular country.

What I am proposing does not involve a lot of work—just the application of orientation methods to tourists that we have been applying to servicemen for yours.

PAUL I. COOK
Captain, Artillery
Information Officer
Fort Jackson, S. C.

Continued on Page 44

Motivation Pictures

Moving *people* with pictures is the real creative job of the producer of business films. Moving field agents to support public relations and advertising expenditures . . . moving dealers to use public relations and promotion materials . . . moving consumers to adopt certain habit patterns . . . moving employees to act as spokesmen for the corporate image. These are some of the assignments we have had the challenge of exposing to the camera. For Firestone, Prudential, Armstrong, New York Telephone, Henry Holt, Notre Dame, and others. May we show you the results . . . along with our recommended film prescription for your objective?

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UNDERSTANDING COMPANY PRESIDENTS

Some time ago you wondered, out loud, in an editorial about the content of the JOURNAL—what kind of articles would be both useful and interesting to the readers. I have found "A Guide to Understanding Company Presidents" in the September issue to be an excellent article. It is very practical and shows some real research on the part of the author as well as coming from his own wide experience. Even though my organization is not, strictly speaking, a business organization I find much of real help for me in this article.

The same is true of a number of others that have appeared from time to time and I would like to say that the JOURNAL is greatly appreciated here. Keep up the good work.

CHARLES R. BEELER
Public Relations Director
Florida Conference
of Seventh-day Adventists

SCIENCE

Continued from Page 41

3. Science is a dominant force in the world today, and each of us owes it to himself to appreciate science for its personal values. Actually, science is fun, else there would not be so many chemistry sets and other science games sold. Scientific achievements dominate the front pages, and one cannot understand the importance of stories of scientific achievement without keeping on top of the news. Neither can a parent answer a teen-ager's questions, nor a businessman comprehend some of the financial news, without an appreciation of the role of science in today's world.

Today's breakdown in communications between the scientist and the public can be repaired only through the wholehearted co-operation of the scientist, the press, and the public. As the forte of the public relations practitioner is both communications and co-operation, he plays, in this age of science, the role of a communications catalyst. It could be a role as important as that of the scientist or the press. ●

Books in Review

AUTOMATION AND SOCIETY, Howard Boone Jacobson and Joseph S. Roucek, editors. Philosophical Library, New York, 1959, 553 pages. $10.

Reviewed by Professor Wayne Hodges
Cornell University
Ithaca, New York.

• The American standard of living owes a basic indebtedness to industry's genius for mechanization and automation. As always, however, an economic phenomenon becomes a social influence. Automation, whether we like it or not, forces social planning because it has direct and indirect effects upon cost-of-living and real wages, upon tax yields and public spending, upon leisure time for workers, class social-economic structure, and pressures for more social security and community recreation programs. Automation increases the white collar proportion of the work force and makes obsolete some present concepts of the industrial engineer. In prospect of automation, labor unions have no alternative but to concentrate organizational efforts on white collar and technical workers.

These ideas and others are presented by explication and implication in the 32 chapters of *Automation and Society,* an anthology by a variety of experts, edited by two faculty members of Bridgeport University. We have case study chapters on automation in automobile, metal working, electronics, railroad, telephone and other industries, plus chapters on automation and responsibility written by industrialists, economists, psychologists, political scientists, sociologists, labor leaders, and an automation official from the U.S.S.R.

Some may disturb you, as Chapter 10, by B. F. Skinner, a Harvard psychologist, disturbed me. It is called "The Teaching Machines," and it discusses machines to which students, in effect, recite their lessons. The chapter may have significance for the education of future Organization Men, when (God forbid) the answers to all questions shall be standardized. But aside from the chapter's questionable social implications, Professor Skinner's faith in machine pedagogy *as method* likewise is questionable. Standards of literacy for American students at universities, high schools and grade schools may drop from their present levels as "objective testing" becomes ever more common and ever more mechanized.

All of which, plus much more, helps to make the point that Professors Jacobson and Roucek have compiled a

Continued on Page 46

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TV ADVERTISING: A Handbook of Modern Practice, by Arthur Bellaire. Harper & Brothers, New York, 1958, 292 pp. $6.50.

Reviewed by James G. Hanlon
Public Relations Manager, WGN, Inc.
Chicago, Ill.

• Television is a highly specialized field and as a result there is a lack of general understanding of the overall industry.

This book succeeds admirably in filling this void in one handy volume. Although dealing with many aspects of a complex and at times bewildering business, Mr. Bellaire's presentation is pleasant, not laborious reading.

The author recognizes one important but too-seldom realized fact: Television is no longer new — no longer young — not even adolescent. Television is mature and so are the people who watch it.

This "handbook" deals with practice, not theory. The writing was postponed until television had matured to the point where standard practice had been established. It could not have been attempted five, or two, years ago.

The author has specialized in television work since its birth. In this book he explains concisely how television functions today and the reasons behind its methods. He embraces the pertinent aspects of network and local station operation, ratings, types of programs and opportunities available and explores creativity from basic theme to "on-the-air." He reveals a shrewd understanding of TV as a new and exciting professional craft.

Public relations practitioners will profit through a better understanding of a medium which, in too many cases, they do not know as well as they should.

This book does not touch upon the industry's most pertinent public relations problem — the launching of a campaign under the auspices of the National Association of Broadcasters to improve the public's appreciation of television.

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PUBLIC RELATIONS

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This is understandable because the project is in the formative stage. At some time in the future this undertaking will make a worthy subject for a book on its own, a report that will hold much of special interest to the public relations profession.

As public relations manager of a company that began operation of a television station eleven years ago, I intend to urge all supervisory personnel on our television staff to read this book. I feel that it will increase comprehension of the overall aspects of the business, especially the role and the problems of advertisers and their agencies.

That all business today — whether concerned directly with television or not—should strive for some basic information about this dynamic medium is indicated in the observation of Bishop Fulton J. Sheen:

"Our time has been misnamed as the 'atomic age.' It is rather the 'television age.' Television influences human brains a thousand times faster than the fission and fusion of atoms!" •

EMPLOYEE PUBLICATIONS, by William C. Halley, Philadelphia, Chilton Company, 1959. $5.

• In a flurry of gun fire in a "Thin Man" movie a member of the melee was asked why he was shooting. To this he replied that everybody else was. So it has been with company publications.

In the course of preparing his book Mr. Halley reports that he closely examined several thousand employee publications produced by organizations representing nearly every type of industrial, business, and service activity. With "perhaps 200 notable exceptions" the publications revealed an absence of clearly defined objectives.

This book, which should contain interest for anyone concerned with internal house organs, is a three-part volume. There is a "why to" section and a "how to" section, to which is added a "portfolio" of selected sample articles illustrating effective employee communication. Unfortunately the production quality of the book does not bespeak the attractiveness of a number of company publications now being issued. •

Public Relations Goes to Market

EDITOR'S NOTE: This brief bibliography, compiled by Richard Shepherd, Director of the Information Center, Public Relations Society of America, covers the broad category of "product publicity." From time to time the JOURNAL will publish similar columns.

● Personality or product? There is no doubt which is more important to today's publicist. While names make news, just as surely products make the newspages. As to monetary return, "product" usually wins hands down.

It would be interesting to know the answers to questions like these: How much of the time of the New York, Chicago, Los Angeles, etc., public relations counselor is spent on industrial and consumer product publicity? What is the net worth to the client for products publicized in the consumer and trade press? Just what is the role of the public relations man in product promotion vis-a-vis the managers of advertising and sales? Finally, what are the essential ingredients of effective product publicity programs?

In *A PUBLIC RELATIONS BIBLIOGRAPHY*, compiled by Professor Scott Cutlip, the term "product publicity" appears in the index only. The items themselves, referring mostly to advertising magazine articles, are scattered under divergent classifications.

No book that we can find bears the term product publicity in its title, and we locate no comprehensive treatment of the subject. C. E. St. Thomas' *HOW TO GET INDUSTRIAL AND BUSINESS PUBLICITY* (Chilton, 1956) gives some of the ABC's of the craft. George Black's *PLANNED INDUSTRIAL PUBLICITY* (Putnam, 1952) has something of value for the industrial publicist. In the general public relations handbooks the subject receives due recognition and some care in Bertrand Canfield's book *PUBLIC RELATIONS; PRINCIPLES AND PROBLEMS* (Irwin, 1956). It is discussed there in a chapter entitled "Consumer Relations."

For case studies of special interest to those who would justify the power of product publicity there are numerous periodical articles. Of these we single out two from PUBLIC RELATIONS JOURNAL:

"Public Relations Is Good Business for Merchandising," by Gertrude Bailey, Feb. 1955, p. 8-10.

"Can We See Publicity Effects? Yes!" by Frederick G. Brownell, Feb. 1957, p. 5, 18.

Comparable case reports will be found in Allen Center's *PUBLIC RELATIONS IDEAS IN ACTION* in a chapter called *"Public Relations At the Market Place"* (McGraw-Hill, 1957).

Other pieces on product publicity are the following:

"How To Launch a New Product; Printer's Ink Planning Portfolio, No. 7." (Reprint of 22 PRINTER'S INK articles) 1956.

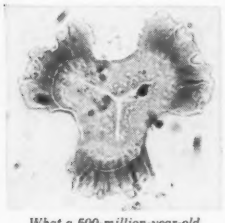
"Basic Guide To Better Press Releases," Industrial Marketing, Oct. 1958, p. 81-6

"Five Ways To Use Industrial Publicity," Industrial Marketing, Sept. 1957, p. 44-9. ●



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One of nature's most closely-guarded secrets is being unraveled today by the painstaking efforts of research scientists working with clues millions of years old, some dating back as far as 500 million years.

Scientists feel certain that vast supplies of oil lie undiscovered beneath the earth's surface. Only a few scattered and skimpy clues to its whereabouts exist. Fossils of plant and animal life are among the most important. But with the skill of an expert, nature has covered the trail well. In many areas, the better known fossils can't be found!

Constantly searching for new clues, science "detectives" in the laboratories of Pan American Petroleum Corporation, a Standard Oil affiliate, have turned to the invisible pollen and spores that fill the air to the discomfort of hay fever sufferers. (Spores are similar to pollen and also can cause hay fever symptoms.) But these pollen and spores no longer peril allergy victims, for they have been embedded in rock for millions of years.

These microscopic traces of plant life form the missing link, telling scientists the same story they normally get from the larger plant and animal fossils. Because of this new study, extensive areas, once passed over, have been opened to re-exploration. Scientists expect new oil discoveries will be made.

As the result of such trail-blazing research work America's proved underground oil reserves have grown larger, prices have remained reasonable, and America has been assured an adequate supply to keep its defenses strong.

WHAT MAKES A COMPANY A GOOD CITIZEN?

Responsibility for the future is inherent in good citizenship. One way a company can discharge this obligation is through research aimed at expanding America's resources and assuring future generations the benefits we enjoy today.

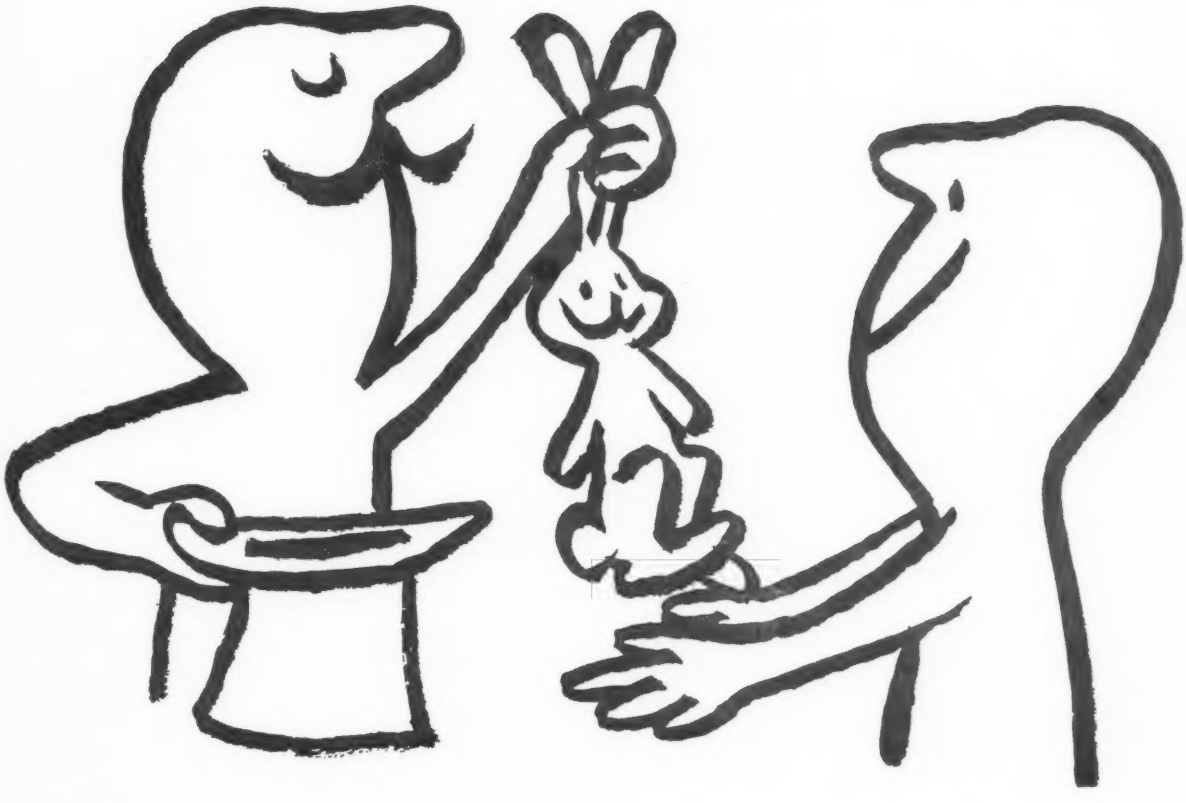


This is not a florist shop. It's a petroleum laboratory, and the plants are used to help find clues to oil deposits. Here Dr. A.T. Cross compares pollen of today's plants with fossil pollen that is more than 120 million years old.

100th ANNIVERSARY OF THE OIL INDUSTRY
1959
60th ANNIVERSARY OF STANDARD OIL CO.

STANDARD OIL COMPANY
(INDIANA)

STANDARD
THE SIGN OF PROGRESS...
THROUGH RESEARCH



Prestidigitations and public relations

Once, in TIME, (The Weekly Newsmagazine), a manufacturer ran an advertising campaign.

His banker saw it, complimented him on the layouts, mentioned the experience his bank had in handling the accounts of growing businesses.

His broker saw it, remarked on how much his wife liked the illustrations, then drifted off into a discussion of the various ways of financing business expansions.

An engineer who worked for another company saw it, said he thought the copy made sense, wondered out loud over cocktails at a convention whether there might not be some interesting openings at an enterprising company like that.

A recent graduate of a leading college saw it. He came seeking a job a few days later.

The mayor of the town saw it, buttonholed the manufacturer at a community dinner, pressed him to run for the school board.

An important distributor saw it, dictated a note saying his door was always open to representatives of nationally advertised lines.

Many retailers saw it, at their first opportunity gave the product a little more space in a little better place in their stores.

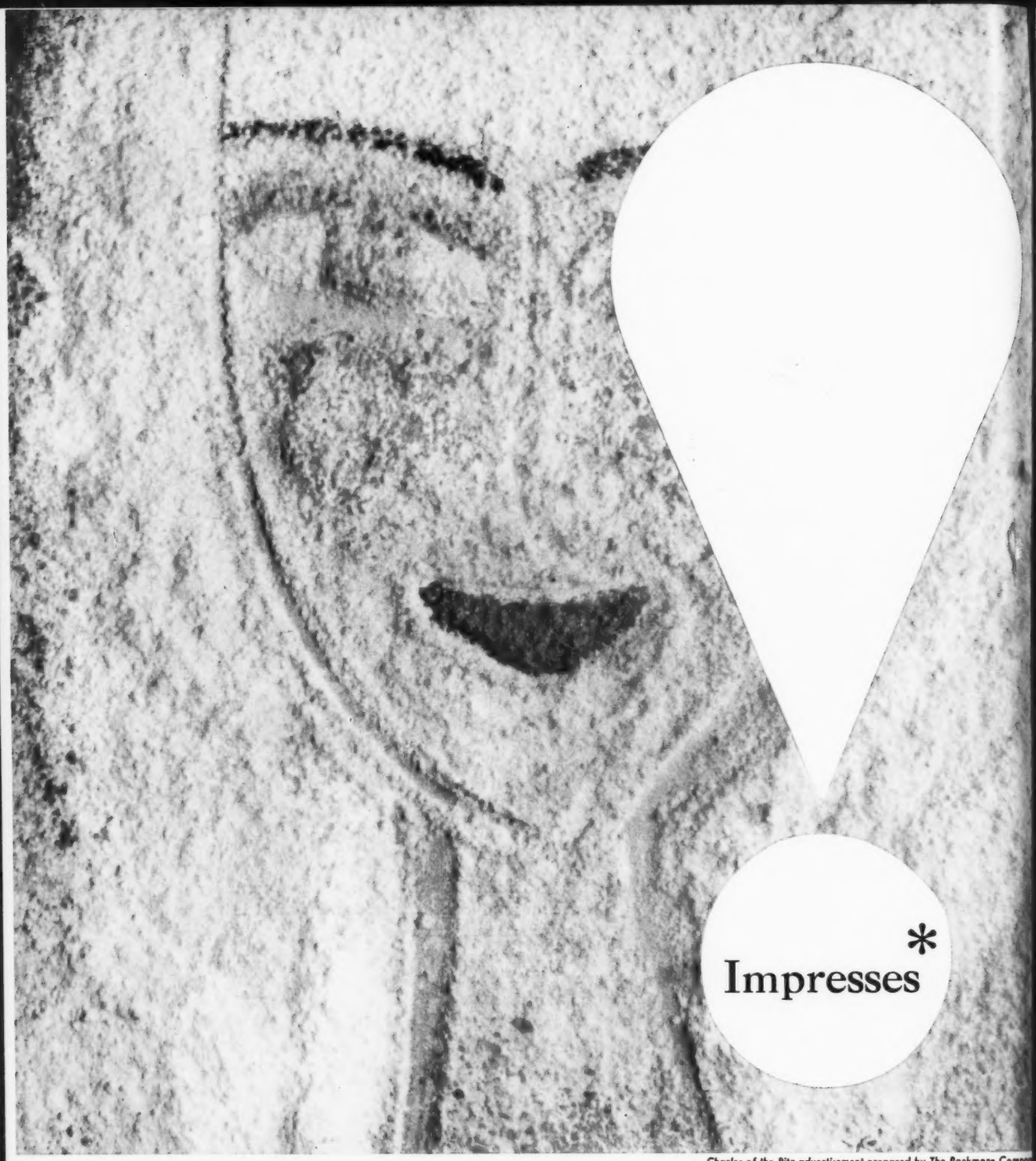
"It's legerdemain!" the manufacturer exclaimed (he'd just read a book on Houdini), "the way public relations benefits as well as advertising advantages arise from campaigns in TIME!"

That's the magic of TIME. Ten to fifteen million successful people, leaders in business and civic affairs, read it every week. When they approve a company's policies, products or services, national acceptance is assured.



The Weekly Newsmagazine

The way the editors of TIME tell the complicated story of the news each week has attracted more than ten million readers who form an extraordinary audience of opinion leaders and best customers.



Charles of the Ritz advertisement prepared by The Rockmore Compan

* "Our continued and consistent advertising in The New Yorker Magazine has helped to build the image we believe in . . . prestige, reliability and beauty."

President, Charles of the Ritz

THE NEW YORKER MAGAZINE